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## SCRUTINY BOARD (CHILDREN'S SERVICES)

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Meeting to be held in Civic Hall, Leeds on  
Thursday, 16th October, 2008 at 9.45 am

*(A pre-meeting will take place for ALL Members of the Board at 9.15 a.m.)*

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### MEMBERSHIP

#### **Councillors**

B Cleasby	-	Horsforth
G Driver	-	Middleton Park
J Elliott	-	Morley South
R D Feldman	-	Alwoodley
W Hyde (Chair)	-	Temple Newsam
B Lancaster	-	Moortown
J McKenna	-	Armley
V Morgan	-	Killingbeck and Seacroft
K Renshaw	-	Ardsley and Robin Hood
E Taylor	-	Chapel Allerton
C Townsley	-	Horsforth

#### Co-opted Members (Voting)

Mr E A Britten	-	Church Representative (Catholic)
Prof P H J H Gosden	-	Church Representative (Church of England)
Mr R Greaves	-	Parent Governor Representative (Secondary)
Mr I Falkingham	-	Parent Governor Representative (Special)
Mrs S Knights	-	Parent Governor Representative (Primary)

#### Co-opted Members (Non-Voting)

<i>Vacancy</i>	-	Teacher Representative
Ms C Foote	-	Teacher Representative
Mrs S Hutchinson	-	Early Years Development and Childcare Partnership
Ms J Morris-Boam	-	Leeds VOICE Children and Young People Services Forum Representative
Ms T Kayani	-	Leeds Youth Work Partnership Representative

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# A G E N D A

Item No	Ward/Equal Opportunities	Item Not Open		Page No
1			<p><b>APPEALS AGAINST REFUSAL OF INSPECTION OF DOCUMENTS</b></p> <p>To consider any appeals in accordance with Procedure Rule 25 of the Access to Information Rules (in the event of an Appeal the press and public will be excluded).</p> <p>(*In accordance with Procedure Rule 25, written notice of an appeal must be received by the Chief Democratic Services Officer at least 24 hours before the meeting).</p>	
2			<p><b>EXEMPT INFORMATION - POSSIBLE EXCLUSION OF THE PRESS AND PUBLIC</b></p> <p>1 To highlight reports or appendices which officers have identified as containing exempt information, and where officers consider that the public interest in maintaining the exemption outweighs the public interest in disclosing the information, for the reasons outlined in the report.</p> <p>2 To consider whether or not to accept the officers recommendation in respect of the above information.</p> <p>3 If so, to formally pass the following resolution:-</p> <p><b>RESOLVED –</b> That the press and public be excluded from the meeting during consideration of the following parts of the agenda designated as containing exempt information on the grounds that it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the press and public were present there would be disclosure to them of exempt information, as follows:-</p> <p><b>No exempt items or information have been identified on this agenda.</b></p>	

Item No	Ward/Equal Opportunities	Item Not Open		Page No
3			<p><b>LATE ITEMS</b></p> <p>To identify items which have been admitted to the agenda by the Chair for consideration.</p> <p>(The special circumstance shall be specified in the minutes).</p>	
4			<p><b>DECLARATION OF INTERESTS</b></p> <p>To declare any personal/prejudicial interests for the purpose of Section 81(3) of the Local Government Act 2000 and paragraphs 8 to 12 of the Members' Code of Conduct.</p>	
5			<p><b>APOLOGIES FOR ABSENCE</b></p> <p>To receive any apologies for absence.</p>	
6			<p><b>MINUTES - 18TH SEPTEMBER 2008</b></p> <p>To confirm as a correct record the minutes of the meeting held on 18<sup>th</sup> September 2008.</p>	1 - 8
7			<p><b>CHILDREN'S SERVICES AND THE CHILDREN AND YOUNG PEOPLE'S PLAN</b></p> <p>To receive a report from the Director of Children's Services, which updates the Board on the key developments across Children's Services and outlines progress against specific priorities contained within the Children and Young People's Plan.</p>	9 - 26
8			<p><b>ACCOUNTABILITY ARRANGEMENTS FOR 2008/09 AND QUARTER 1 PERFORMANCE REPORT</b></p> <p>To receive and consider a report from the Assistant Chief Executive (Planning, Policy and Improvement), which outlines the new approach to performance reporting and accountability, together with the quarter one performance results for Children's Services.</p>	27 - 48

Item No	Ward/Equal Opportunities	Item Not Open		Page No
9			<p><b>THE LEADERSHIP CHALLENGE</b></p> <p>To receive and consider a report from the Director of Children’s Services, which provides the Board with information on The Leadership Challenge, a collaborative action learning project between Leeds City Council, Children Leeds, and the Improvement and Development Agency for local government (IDeA).</p>	49 - 56
10			<p><b>RECOMMENDATION TRACKING</b></p> <p>To receive and consider a report from the Head of Scrutiny and Member Development, which requests Members to confirm the status of recommendations from previous inquiries.</p>	57 - 74
11			<p><b>WORK PROGRAMME</b></p> <p>To receive a report from the Head of Scrutiny and Member Development, which outlines the Scrutiny Board’s work programme for the remainder of the current municipal year.</p>	75 - 88
12			<p><b>DATE AND TIME OF NEXT MEETING</b></p> <p>To note that the next meeting of the Board will be held on 13<sup>th</sup> November, 2008 at 9.45 am with a pre-meeting for Board Members at 9.15 am.</p>	

# Agenda Item 6

## SCRUTINY BOARD (CHILDREN'S SERVICES)

THURSDAY, 18TH SEPTEMBER, 2008

**PRESENT:** Councillor W Hyde in the Chair

Councillors G Driver, J Elliott, R D Feldman,  
B Lancaster, J McKenna, V Morgan, K Renshaw,  
E Taylor and C Townsley

### CO-OPTED MEMBERS (VOTING):

Mr E A Britten	- Church Representative (Catholic)
Mr I Falkingham	- Parent Governor Representative (Special)
Mrs S Knights	- Parent Governor Representative (Primary)

### CO-OPTED MEMBERS (NON-VOTING):

Ms C Foote	- Teacher Representative
Mr T Hales	- Teacher Representative
Mrs S Hutchinson	- Early Years Development & Childcare Partnership Representative
Ms T Kayani	- Leeds Youth Work Partnership

## 18 Chair's Opening Remarks

The Chair welcomed all in attendance to the September meeting of the Scrutiny Board (Children's Services). In particular, the Chair welcomed Councillor Townsley to his first meeting of the Board.

## 19 Late Items

In accordance with his powers under Section 100B(4)(b) of the Local Government Act 1972, the Chair admitted to the agenda, additional information in relation to Extended Services and Summer Activities 2008. The information was unavailable at the time of agenda despatch, and needed to be considered as part of agenda item 8 (Minute No. 24 refers).

The Chair also admitted to the agenda, draft terms of reference in relation to entering the education system and 14-19 education. The draft terms of reference were unavailable at the time of agenda despatch, and needed to be considered as part of agenda item 9 (Minute No. 25 refers).

## 20 Declaration of Interests

Mr I Falkingham declared a personal interest in relation to agenda item 11, Update on Ofsted Inspections and Schools Causing Concern – Primary, on

the basis that two of his children attended a school referred to in the report (Minute No. 27 refers).

Further declarations of interest were made at later points in the meeting (Minute Nos. 24, 27 and 28 refer).

## **21 Apologies for Absence**

Apologies for absence were submitted by Councillor B Cleasby, Professor P Gosden and Ms J Morris-Boam.

## **22 Minutes - 17th July 2008**

One Member highlighted that the previous meeting had taken place on the same day as industrial action. The Chair advised that the meeting had already been re-arranged and it was important that it took place given the timescales involved.

**RESOLVED** – That the minutes of the meeting held on 17<sup>th</sup> July, 2008 be confirmed as a correct record.

## **23 Children Leeds Current Commissioning Arrangements**

The Director of Children's Services submitted a report, which outlined the current arrangements for the commissioning of services in Children Leeds.

The following officers attended the meeting and responded to Members' questions and comments:-

- Rosemary Archer, Director of Children's Services; and
- Sarah Sinclair, Director of Commissioning and Planning.

Councillor Golton, Executive Member (Children's Services) was also in attendance.

The Board received a presentation, which provided an introduction to Commissioning and Integrated Strategic Commissioning.

In brief summary, the main areas of discussion were:-

- Development of the **Common Assessment Framework**.
- Improvements to cross agency working.
- Priorities for commissioning of services.
- **Locality commissioning** and how it related to local people.
- Engaging with local Elected Members on the Children and Young People's Plan.
- The importance of **narrowing the gap** and raising the standards of failing schools.

The Chair thanked the officers for their attendance.

Draft minutes to be approved at the meeting  
to be held on Thursday, 16th October, 2008

**RESOLVED** – That the report be noted.

(Councillor B Lancaster arrived at 10.17 am during the consideration of this item).

**24 Formal Response to Scrutiny Recommendations - Services for 8-13 year olds**

Further to Minute No. 136 of the meeting held on 24<sup>th</sup> April, 2008, the Head of Scrutiny and Member Development submitted a report, which requested Members to consider the formal responses received in relation to the Board's inquiry on services for 8-13 year olds. A copy of the formal response was appended to the report together with the Strategic Play Officer Work Plan, Play Pathfinder Briefing (September, 2008) and the Participation Strategy Implementation Plan.

The Chair welcomed the following officers to the meeting:-

- Rosemary Archer, Director of Children's Services;
- Barbara Newton, Strategic Leader: Partnership and Participation;
- Mark Hopkins, Team Leader, Extended Services; and
- Vicky Hunt, Play Co-ordinator.

Councillor Golton, Executive Member (Children's Services) was also in attendance.

The Board considered the formal response to scrutiny recommendations in relation to services for 8-13 year olds.

**Recommendation 2** – Mark Hopkins, Team Leader, Extended Services, reported on further work that was being undertaken to develop extended services, including:-

- Identifying and supporting clusters at various levels;
- Developing a self-evaluation programme and sharing good practice;
- Consulting Cluster Chairs as part of developing the new Children and Young People's Plan;
- An increasing focus in school Ofsted inspections on extended services.

The following points were also discussed:-

- It was agreed that a report on the first pilot self-evaluations undertaken by 10 clusters would be provided to the Board.
- There was concern about access to extended services activities for children with special educational needs.
- In addition, there was also concern that some children were unable to access activities, due to the lack of available transport provision. The Director of Children Services advised that a **school and travel policy** was being developed, which would be submitted to the **Executive**

**Board** for consideration in due course. Transport would also be picked up in developing the new Children and Young People's Plan.

**Recommendation 5** – The Board expressed their congratulations for the range of summer holiday activities provided. However, some concern was expressed about funding for publicity.

**Recommendation 6** – The Play Co-ordinator reported that the **Play Partnership** held its first meeting in mid-September and a further meeting was taking place in November. The Board was informed that the first stage application for **Play Pathfinder funding** had been submitted.

The Chair thanked the officers for their attendance.

#### **RESOLVED –**

- (1) That the report and information appended to the report be noted; and
- (2) That the Board notes the responses provided;

(Mrs S Hutchinson declared a personal interest in this item as a Member of the Alwoodley cluster).

(Councillor C Townsley left the meeting at approximately 11.30 am during the consideration of this item).

#### **25 Draft Terms of Reference**

The Head of Scrutiny and Member Development submitted a report, which invited the Board to agree terms of reference for the Board's inquiries in relation to entering the education system and 14-19 education. The draft terms of reference were submitted for Members' consideration.

The Board was advised that the Scrutiny Board Procedure Rules Guidance Notes required that before embarking on an inquiry, the Board considered the views of the relevant Director and Executive Member. Members were asked to consider agreeing the terms of reference for the inquiries, subject to any comments received from the Executive Member.

#### **RESOLVED –**

- (1) That the report and information appended to the report be noted; and
- (2) That the Board agrees the terms of reference for the inquiries, subject to any comments received from the Executive Member (Learning).

#### **26 Exempt Information - Possible Exclusion of the Press and Public**

The Board discussed the reasons for the submission of exempt information. Mary O'Shea, Legal Services (Section Head) and Dirk Gilleard, Education Leeds – Deputy Chief Executive, advised the Board on the reasons for maintaining the exemption.

Draft minutes to be approved at the meeting  
to be held on Thursday, 16th October, 2008



**RESOLVED** – That the public be excluded from the meeting during consideration of the following parts of the agenda designated exempt on the grounds that it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the public were present there would be disclosure to them of exempt information so designated as follows:

- (a) Annex 2 to the report referred to in minute 27 under the terms of Access to Information Procedure Rule 10.4 (1) and (2), and on the grounds that the public interest in maintaining the exemption outweighs the public interest in disclosing the information because Education Leeds has a duty to secure improvement and increased confidence in the schools concerned, which would be adversely affected by the disclosure of this information.
- (b) Annex 2 to the report referred to in minute 28 under the terms of Access to Information Procedure Rule 10.4 (1) and (2), and on the grounds that the public interest in maintaining the exemption outweighs the public interest in disclosing the information because Education Leeds has a duty to secure improvement and increased confidence in the schools concerned, which would be adversely affected by the disclosure of this information.

## **27 Update on Ofsted Inspections and Schools Causing Concern - Primary**

The Chief Executive of Education Leeds submitted a report, which outlined the performance of primary schools from January 2008 to June 2008.

Appended to the report was the following information:-

- Biannual Update on Ofsted Inspections and Schools Causing Concern – Primary;
- Annex 1: Attainment and Progress;
- Annex 2: Primary schools in extended partnerships;
- Annex 3: Ofsted inspection summaries; and
- Annex 4: Differentiated levels of Engagement with the Improving Schools Programme.

The following officers attended the meeting and responded to Members' questions and comments:-

- Dorothy Smith, Strategic Manager - School Improvement;
- Brian Tuffin, School Improvement – Principal Adviser (Secondary and Special); and
- Dirk Gilleard, Education Leeds – Deputy Chief Executive.

In brief summary, the main areas of discussion were:-

- Monitoring arrangements and the types of support offered to schools.

- The importance of effective leadership. In response to concern about the reduction in head-teacher applications, the Board was told about actions being taken to sustain school leadership.
- The need to raise standards for under-privileged children and share good practice.

Following consideration of Annex 2 of the report designated as exempt under Access to Information Procedure Rule 10.4(1) and 10.4(2), which was considered in private, it was

**RESOLVED** – That the report and information appended to the report be noted.

(Councillor J McKenna declared a personal interest in this item due to being a Governor at Christ the King Catholic Primary School).

(Councillor K Renshaw left the meeting at 11.55 am and Mrs S Knights at 12.25 pm during the consideration of this item).

## **28 Update on Ofsted Inspections and Schools Causing Concern - Secondary**

The Chief Executive of Education Leeds submitted a report, which summarised recent Ofsted inspection results for secondary schools and outlined the overall pattern of judgements under the current Ofsted framework. The report also provided an update on the progress of schools causing concern and highlighted the implications of the government's new 'National Challenge' for schools.

Appended to the report was the following information:-

- Biannual Update on Ofsted Inspections and Schools Causing Concern – Secondary;
- Annex 1: Ofsted summaries; and
- Annex 2: Secondary schools in extended partnerships.

The following officers attended the meeting and responded to Members' questions and comments:-

- Dorothy Smith, Strategic Manager - School Improvement;
- Brian Tuffin, School Improvement – Principal Adviser (Secondary and Special); and
- Dirk Gilleard, Education Leeds – Deputy Chief Executive.

In brief summary, the main areas of discussion were:-

- The government's commitment to ensure that all schools achieved at least 30% 5 GCSE's A\*-C including English and Maths.
- The proposal to close South Leeds High School and establish an academy in its place. In response to a specific query, the Board was

advised that the academy would be required to establish its own governance arrangements.

- The current partnership arrangements between South Leeds High School and Garforth Trust.

The Chair thanked the officers for their attendance.

Following consideration of Annex 2 of the report designated as exempt under Access to Information Procedure Rule 10.4(1) and 10.4(2), which was considered in private, it was

**RESOLVED** – That the report and information appended to the report be noted.

(Councillor G Driver declared a personal interest in this item as a Governor at South Leeds High School).

(Councillor J McKenna declared a personal interest in this item due to his daughter attending one of the schools referred to in the report).

(Councillor R Feldman left the meeting at 12.28 pm, Ms T Kayani at 12.50 pm and Mrs S Hutchinson at 12.55 pm during the consideration of this item).

## 29 Work Programme

A report was submitted by the Head of Scrutiny and Member Development, which detailed the Scrutiny Board's work programme for the remainder of the current municipal year.

Appended to the report for Members' information was the current version of the Board's work programme, an extract from the Forward Plan of Key Decisions for the period 1<sup>st</sup> September, 2008 to 31<sup>st</sup> December, 2008, which related to the Board's remit, together with the minutes from the Executive Board meetings held on 16<sup>th</sup> July, 2008 and 2<sup>nd</sup> September, 2008.

The Principal Scrutiny Adviser reported on a suggestion to establish a small working group to meet with members of the Youth Council to discuss options for closer working. It was agreed that the Principal Scrutiny Adviser would e-mail Members to determine which Members were interested in serving on the working group.

One Member requested further information on the key decision - **National Challenge and Secondary Provision in Central and East Leeds**. It was agreed that further information would be provided when available.

One Member referred to recent contact with the First Floor Project at the West Yorkshire Playhouse, and requested that the Principal Scrutiny Adviser explore the potential for the project to contribute to the Board's current inquiry programme.

**RESOLVED** – That the work programme be agreed.

**30 Date and Time of Next Meeting**

Thursday 16<sup>th</sup> October, 2008 at 9.45 am with a pre-meeting for Board Members at 9.15 am.

**31 Tim Hales**

Tim Hales informed the Board that it was likely to be his last meeting of the Scrutiny Board (Children's Services). The Chair thanked Tim for his valuable contribution to the Board's work over a number of years.

(The meeting concluded at 1.05 pm).



### Report of the Director of Children's Service

#### Scrutiny Board (Children's Services)

Date: 16<sup>th</sup> October 2008

#### Subject: Children's Services and the Children and Young People's Plan

<b>Electoral Wards Affected:</b> All	<b>Specific Implications For:</b>
	Equality and Diversity <input checked="" type="checkbox"/>
	Community Cohesion <input checked="" type="checkbox"/>
	Narrowing the Gap <input checked="" type="checkbox"/>

### 1.0 Background

- 1.1 During 2007/08 the Children's Services Scrutiny Board established a process of receiving regular update reports providing a broad and brief overview of key developments across Children's Services and discussing progress against specific priorities within the Children and Young People's Plan.
- 1.2 These reports aimed to give members: a feel for the strategic 'direction of travel' across children's services; an insight into key initiatives and developments; and a 'manageable' way of looking across the various priorities within the Children and Young People's (CYP) Plan over the course of the year.
- 1.3 The first of these reports in September 2007 focused on the CYP Plan priorities of: Improving the assessment and care of children in need; and reducing the proportion of vulnerable groups not in education, employment or training. The second report, received in November 2007 addressed the CYP Plan priorities of: reducing teenage conception; and enabling the engagement of parents and young learners in early years and primary schools. The third report, in February 2008 considered the priorities to: reduce bullying; and improve services for children, young people and families with additional mental health needs.
- 1.4 This leaves three priorities outstanding from those listed in the 2007 CYP Plan (and repeated in the 2008 review albeit with slightly different wording and emphasis), they are:
  - Reducing anti-social behaviour and offending

- Reducing obesity and improving activity
- Raising attainment.

- 1.5 This report focuses on two of these three priorities – reducing anti-social behaviour and offending, and reducing obesity and improving activity. The progress on raising attainment will be covered in future reporting to scrutiny in relation to 2008 exam results.
- 1.6 Like the previous ‘update’ reports that have been brought to the board, this report follows the structure of firstly providing an overview of recent key developments across children’s services (particularly our children’s trust arrangements) and then looking in turn at progress against the two priorities identified for specific attention.
- 1.7 This report should be considered alongside the Quarter One Performance Monitoring report also being presented to the Board at its October meeting, which provides more specific detail on progress across a wide variety of indicators.

## **2.0 Children’s trust arrangements update**

- 2.1 The six part model for the children’s trust arrangements in Leeds has now been in place for approximately two years. The approach adopted in Leeds was praised in the Joint Area Review inspection, it has increasingly enabled partners to develop, engage with and start to implement integrated strategic commissioning as the process for planning, resourcing and targeting services – as was discussed at the September 2008 scrutiny board meeting. A number of specific examples of work across the trust arrangements are highlighted below:

### Integrated Strategic Commissioning Board

- 2.2 The Integrated Strategic Commissioning Board (ISCB) has continued to take an overview of commissioning developments across the city, as was outlined in the report on commissioning submitted to the Board in September 2008. The Board has monitored key priorities closely to ensure shared ownership across senior leaders within the statutory partners. These issues have included secondary attendance, under 18 conceptions and looked after children. The Board is also monitoring a key development piece of work around ‘common groupings’ from Education Leeds – based on data around persistent absentees and looking for common themes in their lives to help plan more targeted early intervention in the future. The Board is also maintaining an overview of resources developments and has furthered its commissioning role by establishing groups to focus on Teenage Pregnancy and Parenthood Partnership, Emotional Health, the Commissioning Framework and Child Poverty.

### Children Leeds Partnership

- 2.3 The Children Leeds Partnership (CLP) has drawn a wide variety of partners together to consider key challenges facing the city and feed into the development of citywide strategies and planning. A particular focus and achievement for the Partnership in 2008 has been the regular involvement of children and young people at its meetings, and specifically an opportunity for them to plan and run a session at each meeting themed around the main item of discussion. This has enabled stakeholders from across Children Leeds to engage directly with young people on issues as diverse as bullying, international new arrivals and raising attendance. On several occasions this has contributed directly to the development of key strategies in these areas. The Partnership has also sought to try innovative approaches, for example it included a marketplace session at its meeting about international new arrivals to showcase the range of work going on in this area. A review of the membership and arrangements for the Partnership meetings is currently taking place to ensure they stay fresh and relevant to the type of approach needed.

### Leeds Safeguarding Children Board

- 2.4 The Leeds Safeguarding Children Board (LSCB) has continued to combine its statutory responsibilities, with wider work to improve awareness of safeguarding issues across the city. Since the last update report to scrutiny, the Board has carried out an audit of LSCB member organisations to check their compliance with the responsibilities set out in the Children's Act relating to safeguarding and promoting the welfare of children and young people. The overall findings from this exercise have been positive and specific areas have been identified where improvements can be made.
- 2.5 Another key area of work for the Board has been the development of a sub-group to focus on e-safety for young people and support partners (particularly schools) to increase awareness and training relating to this issue. A wide variety of work has been done around this agenda, much of which is being brought together at a major e-safety conference on 9<sup>th</sup> October. This event is being preceded by an event for young people to gather their views and increase their understanding around e-safety to help inform the strategy and approach being taken.
- 2.6 The Board's work plan in recent months has been heavily influenced by its responsibilities in conducting serious case reviews and particularly its role in following up the recommendations from these reviews to ensure that there is learning and improvement as a result. Since April the Board has also set up a Panel to review every child death in Leeds (as is now required of all LSCB's).

### Open Forums

- 2.7 Partners are continuing to use Open Forums to organise and promote information sharing, learning and networking opportunities. The next major events planned will take place in October and are being used to promote

integrated processes, which include the Common Assessment Framework (CAF and eCAF), ContactPoint, the Early Intervention Fund – formerly Budget Holding Lead Professional pilot, and the Family Hub. These events aim to celebrate progress against statutory requirements for embedding integrated processes within Leeds. There is an event planned in each wedge, as well as a central event for the whole city.

### Locality Working

- 2.8 Locally, recent months have seen a key period of development in terms of strengthening children's trust arrangements in a way that creates a more co-ordinated focus on improving outcomes. Recognising that it is at a local community level that Children Leeds colleagues are best placed to understand and respond to the particular challenges that different areas and families face, attention has turned to developing arrangements that are fit for and responsive to the changing nature and approach of children's services work.
- 2.9 As such, by building on the learning from work - including the 'West Leeds Project' and more recently work such as the Brigshaw cluster in East Leeds, the 'Leadership Challenge' in North East Leeds and the varied progress of local extended services cluster partnerships - a consistent city-wide framework for locality arrangements that gives clearer structure and accountability to how work is done, but also builds in the flexibility to adapt to local needs and circumstances, has been developed.
- 2.10 These arrangements - our local Children Leeds Partnerships - look to provide stronger links to the city-wide Children Leeds Partnership and both rationalize and link together the various local elements currently in place. Crucially, this makes it easier for partners to see where and how decisions about local priorities, approaches and resources are made and to play a part in the process at an appropriate point.
- 2.11 To underpin this progress locally, it was clear that particular focus would be needed on the way that local governance arrangements across children's services should fit together to provide wider accountability, monitoring and challenge for the evolving local arrangements. As such, the July 2008 annual Children Leeds Governance Seminar focused specifically on local children's services governance. It involved partners from right across Children Leeds and included elected members. It focused on the different levels of decision making relating to children's services locally and the opportunities to make these more coherent and responsive to local needs. It produced important learning in terms of strengths, gaps and different levels of understanding around local governance.
- 2.12 With these new arrangements becoming embedded, local partners are now better placed to understand and work within a clearer context that emphasises shared approaches and working towards common goals.



### **Case Study: Progress In East Leeds**

Through stronger partnership working and a range of targeted initiatives different parts of the city are seeing specific progress in relation to particularly vulnerable groups of young people and across a range of outcomes. Examples of work in one part of the city (East Leeds) include:

- As a result of improved partnership working the Brigshaw cluster has established holiday clubs from year 5-11 with years 12 and 13 students employed as workers. Over 100 children are now regularly involved in this. There are also numerous parent support programmes.
- Two clusters have successfully been included within the national 'mental health in schools' initiative, which is providing additional resources to test different ways of working with young people experiencing mental health issues.
- Sustained improvements relating to exclusions and attendance.
- Work with the David Young Academy has brought partners from Early Years, Social Care and the CAF team amongst others together at round table meetings to co-work with children/families providing appropriate support to those children with attendance issues. From these meetings CAF's have been successfully undertaken linking where appropriate to Early Intervention Funding.

### Next steps for children's trust arrangements

2.13 The development of Leeds trust arrangements is now entering an important new phase driven by not only by learning and change from the work outlined above, but also by important developments nationally. In particular, the government has recently completed a consultation on strengthening local children's trust arrangements. These proposals have four broad elements:

- Broadening the named statutory partners within the children's trust arrangements to include schools, GP's and children's centres.
- Broadening statutory responsibility for and ownership of the local Children and Young People's Plan (this is currently the statutory responsibility only of the local authority).
- Making a Children's Trust Partnership Board with specific responsibilities a statutory duty for each local authority area.
- Making it easier for different partners, including those from the private sector and voluntary, community and faith sector to pool resources around shared priorities.

2.14 Leeds has responded positively to these proposals, many of which build on current good practice already in place across our trust arrangements. The response notes the importance of having the flexibility to organise local

arrangements in a way that is best suited to the area – notably building on the ISCB/CLP distinction that Leeds has made which have helped it to make good progress on strategic commissioning work.

- 2.15 If these proposals are taken forward it will place further emphasis on strengthening existing partnerships and broadening engagement and ownership across the children and young people's agenda. This gives Leeds a good opportunity to develop its arrangements further in a way that emphasizes active involvement for more stakeholders (for example, a greater number of schools) and creates an even stronger sense of shared ownership around citywide plans and priorities.

### 3.0 Developing an approach for Leeds

- 3.1 Since the children's trust arrangements in Leeds were established a huge and diverse range of work has taken place to:

- respond to the Every Child Matters agenda and other government initiatives,
- adapt to the changing needs of children, young people and families across Leeds and
- focus attention and resources increasingly on putting improved outcomes at the heart of all Children Leeds work.

With so much going on in response to such a challenging agenda it has taken time to rationalise the different strands of work within a consistent approach that reflects activity citywide, locally and for individuals and families. However, this type of 'overall' understanding is now taking shape and can be captured by seeing three levels of activity across children's services work in Leeds:

- Using **strategic commissioning** across the city as the vehicle to understand need and then work as partners to jointly target services and resources towards priority areas of work, with the Children and Young People's Plan and local planning process helping to reflect and guide this. This ties in with wider developments across the city – for example a strategic commissioning approach has helped to shape the development of the Leeds Strategic Plan.
- Strengthening **locality working and integrated service delivery** so that we use shared knowledge, skills and ownership to target the issues and groups where we collectively can make the greatest positive impact within communities, using joint planning and shared ownership to achieve this.
- **Developing more integrated and personalised front-line response** to individual children, young people and their families, by using improved intelligence, understanding and information sharing to identify needs at

an early stage and wrap the support available around meeting those needs specifically.

What do these different levels mean in terms of practical activity on the ground?

- 3.2 Taking each of the levels above in turn:
- 3.3 *Strategic Commissioning* is the key approach to planning, resourcing and delivering services to children and young people across the city. The Scrutiny Board received a detailed paper and presentation on strategic commissioning at its September meeting that detailed how this work is developing in Leeds. This included practical examples of how the Joint Preventative Partnership has enabled partners to 'pool' budgets to secure the delivery of a 0-19 universal offer for Leeds children and young people. Through a clear framework, procurement process, timetable and support (particularly to the voluntary sector), this has enabled services to be commissioned that specifically address the priorities and needs identified in the Children and Young People's Plan.
- 3.4 In addition, the introduction of an 'Innovation Fund' with a financial input from partners including schools, the PCT and the local authority has also enabled groups at both city-wide and local level to bid for financial support on innovative new and developmental projects that target specific priorities. The associated decision making process for locality based projects included area based partners with a good understanding of local need to ensure projects approved were appropriate and responsive to those community needs.
- 3.5 Stronger *locality working and integrated service delivery* reflects the development of increasingly co-ordinated support based around the citywide network of extended services, clusters of schools and children's centres, helping local services to deliver more joined-up and targeted support to both individuals and families.
- 3.6 Looking ahead, the role of schools and wider partners in local integrated working is a key area of development. The 14-19 review and the proposed model for this will have a significant impact on giving different schools both the imperative and the framework to work together more closely. More generally, the ongoing developments around different models of schools, such as Trusts and Academies and the implications of the National Challenge will all impact on the need to develop flexible, effective local models to engage a full range of partners in initiatives that improve outcomes.
- 3.7 *Developing more integrated and personalised front-line response* reflects the growing importance of processes like the Common Assessment Framework (CAF) in shaping how we want to work with young people and particularly the most vulnerable. It also guides wider strategic developments like the development of Targeted Youth Support (TYS) to address the specific needs of young people, or the Placement Strategy (approved at Executive Board in

September 2008) which aims to give individual looked after children care that is more tailored to their particular situation.

3.8 Taking forward work like the CAF and the now online e-CAF will mean that over time more and more of those who come into contact with children and young people will be able to take greater responsibility for identifying and initiating support that responds to a unique circumstance or need. Approximately 600 CAFs have already taken place, a big challenge around training and culture change across the workforce remains for this positive initial impact to become an embedded tool in the work of those right across the Children Leeds workforce.

3.9 These examples highlight how the three levels identified are intrinsic to more and more of the work that takes place across children's services. Understanding them and seeing where different types of work fit in is therefore an important consideration for scrutiny members.

#### **4.0 Embedding this approach through the Children and Young People's Plan for 2009 and beyond.**

4.1 It is clear from the range of developments discussed above that the strategic shape and direction of children's services in Leeds is evolving. Through the specific work of the different elements of the trust arrangements; the change taking place locally to make partnerships more flexible and responsive to local need; the national push towards strengthening the current nature of trust arrangements; and the emergence in Leeds of a clearer picture of the approach being taken citywide, locally and individually to change and improve services. All of this activity needs to be captured and co-ordinated to steer future progress in improving outcomes.

4.2 The Children and Young People's Plan for 2009 and beyond will be a key opportunity to do this. As has been outlined to scrutiny members previously, arrangements for developing the new plan aim to involve all local services, partners and children and young people in line with the successful work in 2005 that involved thousands of children, young people, parents and frontline staff. This will be achieved by building on existing arrangements and the valuable information gained in the recent annual CYP Plan Review and also the feedback from inspections in the Joint Area Review and Annual Performance Assessment.

4.3 The timescale for developing the plan is set out below:

- June – September 2008. Consultation for the bigger CYP Plan 2009 and beyond review. All partner agencies asked to provide input through existing forums and Boards.
- September - October 2008. Workshops with elected members, Children Leeds Partnership, Integrated Strategic Commissioning Board (ISCB) to agree key outcomes and improvement priorities locally and centrally.

- Working with a variety of focus groups of children and young people, identified through our partners to establish a more detailed understanding of their issues and views, supplementing this with a strong element of young people's involvement in a special CYP Plan '09 and beyond Children Leeds Partnership meeting in October.
- October 2008 – December 2008. Further development of plan. Emerging priorities used to inform budget, commissioning and operational planning. These in turn provide detail for action plans in the CYP Plan '09.
- January 2009 – March 2009. Consultation and approval of CYP Plan 2009 and beyond. To include Scrutiny Board, Children Leeds Partnership, ISCB, Executive Board and Full Council.

4.4 This timetable will provide a better opportunity than in the past to align the emerging themes and priorities coming through the consultation with planning for budgets and service plans into 2009.

## **5.0 Progress and Activity Against Specific Priorities Within the Children and Young People's Plan**

5.1 Having provided a broad overview of developments across children's trust arrangements in Leeds and work relating to the development of the 2009 and beyond Children and Young People's Plan, attention now turns to looking at two specific priorities from the current plan and considering some of practical work being done to address these, as well as the ongoing challenges. Each of these priorities is taken in turn, starting with reducing anti-social behaviour and offending and then moving on to reducing obesity and raising activity.

### **Reducing anti-social behaviour and offending**

#### Improved Performance

5.2 There are a number of different strands to reducing anti-social behaviour and offending. The below covers both direct work with young offenders and wider preventative initiatives.

5.3 Leeds Youth Offending Services (YOS) is at the forefront of this work in Leeds and has seen a variety of positive progress in recent years. In 2005/06 a total of 2076 young people entered the youth justice system with no previous convictions. By 2006/07 this figure had been reduced to 1698, meaning that Leeds is on track to achieve its LPSA targets in respect of first time entrants to the youth justice system. Leeds has also recorded a reduction in First Time Entrants for the last 3 years and achieved significant reductions in recidivism to be close to the national average.

5.4 This and other progress has been built on an approach that is increasingly based on partnership across different agencies.

### Partnership Working

- 5.5 The YOS has worked with Education Leeds and the police to implement a protocol governing responses to offending behaviour in schools. This has significantly reduced arrests for behaviours on school premises, enabling the school to apply internal sanctions. A restorative justice coordinator has provided training to schools on a wedge basis to roll out the protocol.
- 5.6 Simultaneously, around 5 de-facto Safer Schools partnerships are now operating in Leeds and arrangements are in hand to formalise these partnerships. If funding is identified, the intention is to increase the number of Safer Schools Partnerships.
- 5.7 Leeds YOS is part of a consortium of agencies within Leeds that delivers weapons awareness sessions to those who have, or may be at risk of carrying weapons. The scheme is coordinated by a YOS worker seconded to The Royal Armouries. Over 5000 young people across Leeds have attended Weapons Awareness Sessions.
- 5.8 More generally, the strengthening of links between Education Leeds (particularly over issues around attendance and exclusion) and the YOS has underpinned ongoing wider progress in engaging young people in full-time Education, Training and Employment (ETE). Performance over the past 12 months averages 76.5% of young people being engaged in full time ETE by the end of their order, whilst performance in this area in the past 6 months has exceeded the national average. This improvement has correlated with the establishment of four Connexions PA's working within the YOS.
- 5.9 Protocols for work with schools and Education Leeds were reviewed and re-launched in 2007 and a training pack on the work of the YOS is now being rolled out to schools and PRUs, with training also planned for SEN colleagues from September onwards.

### Gathering Data

- 5.10 Leeds YOS has commissioned research from Leeds University into the characteristics of first time entrants (location, offence type, age, gender, ethnicity). This report was received in October 2007 and was used by the Youth Crime Prevention Group to inform their services. It has subsequently been refreshed.
- 5.11 Leeds YOS has robust information systems and monitors the re-offending of young people who have been subject to interventions over a 12 month period to ascertain whether they have offended and, if they have, whether the frequency or the seriousness of the offences has been reduced by the intervention. In March 2008 Leeds YOS reported that it has recorded an overall reduction in re-offending since 2007.

### Targeted Initiatives

- 5.12 In 2008-09 Leeds YOS is investing resources in developing services to girls and young women. The service has seen an increase of 24% in overall disposals made to girls and young women since 05/06 and we need to ensure that we are doing all we can to reduce re-offending. The management team have been working to review policies and procedures from this perspective and this will be followed by specialist training for practitioners in working with girls and young women.
- 5.13 Since 2005/06 Leeds YOS has seconded a half time worker to Leeds Children's Fund to assist with the development of junior YIPs and parenting support. One outcome has been the recognition of the need for the junior YIPs to have senior YIPs attached to them to assist the ongoing work with young people at risk in crime hotspots. This worker has also assisted with the dissemination of a protocol developed jointly with the YOS, police and social services covering the prosecution of looked after children, and the utilisation of restorative justice as an alternative to prosecution in low level cases.
- 5.14 In November 2007 YOS was awarded £79,200 to establish 3 new programmes in the city to engage young people in sport, art and dance. The programmes have engaged 52 young people on the first cohort; the second cohort is now underway and the pilot will be evaluated on completion with a view to informing further diverse programmes to support engagement in education, training and employment. Further work will be needed to ensure that the range of alternative provision is appropriate to young people's needs and supports their inclusion in a full-time 25 hour timetable and the YOS and Education Leeds are taking this forward.
- 5.15 More than 700 young people in 2007/08 received targeted prevention, helping to reduce the number of first time entrants. The Prevention Manager is tasked to work intensively to support the 2 Senior Youth Inclusion Programmes (YIPs) and 5 Junior YIPs. Both Senior YIPs have received excellent Quality Assurance assessments. The Junior YIP (developed in partnership with the Leeds Childrens Fund) continue to make progress in delivering interventions to young people aged 8–12 at risk of offending, anti-social behaviour or school exclusion. In addition Leeds YOS has worked in partnership with Positive Activities for Young People (PAYP) to target and engage young people identified by a referral matrix as being most at risk. PAYP are experienced in prioritising referrals to key workers from the YOS and Anti-Social Behaviour Unit. There are a number of examples of collaborative initiatives between PAYP the YOS and other partners engaged in the prevention of (re)offending.

### Targeted Youth Support

- 5.16 As part of a wider focus on delivering more targeted support to all young people, but especially to those particularly at risk, the development of targeted youth support in Leeds (partly in response to the government's 2005 Green Paper 'Youth Matters') has also gathered pace over the past year. This aims

to provide more coherent, young person-centred delivery of information, advice and guidance, support, development opportunities and positive activities.

- 5.17 To take this work forward A strategic steering group has been formed with membership from all Children Leeds partners from statutory, VCFS and private sector. Work is currently being undertaken to engage young people, for whom TYS would be appropriate, in the design of the service. A full implementation plan will be developed with young people's views once the consultation is complete.
- 5.18 A 'route map' of how targeted youth services would be made available within Leeds has been developed and adopted by the Children Leeds Partnership. This route map requires the use of the common assessment framework and will have the benefit of helping embed the CAF further into the services delivery models. Local action plans are being developed for each wedge that will build on learning from a pathfinder targeted youth support team in the North West of the city.
- 5.19 In taking this work forward there will be both exciting opportunities to deliver services that better address individual need and therefore contribute to better early intervention and prevention work, but also challenges in terms of the co-location of teams, realignment of budgets and joint commissioning of services to ensure this work realises its potential.

#### Future Strategic Direction

- 5.20 In 2007/08, the YOS facilitated a Youth Crime Prevention Strategy, which has been discussed and adopted by both Safer Leeds and Childrens Leeds. A Youth Crime Prevention Manager is helping to co-ordinate a strategic youth crime prevention group, which is tasked with delivering the Leeds Youth Crime Prevention Strategy, linkages with targeted youth support and the Leeds LPSA commitment to meet a stretch target of FTE reduction.

#### Continuing Challenges

- 5.21 Amongst the issues that the Youth Offending Service and partners are now addressing are:
- Looked after children are currently over-represented in the system and particularly in certain types of offences including breach. Leeds YOS has drawn up a thorough action plan to address this and a multi-agency group is meeting to monitor this.
  - Developing work to support parents, building on current programs. The city's senior parenting practitioner, funded originally through the Respect Task Force is currently working half time with the service.
  - Assisting staff with training needs relating to work with young people from diverse communities and completing equality impact assessments across aspects of YOS service delivery.



## **Reducing Obesity and Raising Activity**

- 5.22 Rising levels of obesity amongst children and young people are a challenge not just for Leeds, but nationally as well. Leeds has achieved the best coverage rates across the country for the National Child Measurement Programme, with data available from 96% of Leeds Reception and Year 6 children. This shows 1 in 3 of Leeds children are overweight and 1 in 5 obese, similar to the national picture. This provides a detailed baseline against which to measure our future progress, with data now available for each school cluster, allowing better targeting of interventions.
- 5.23 As with many of the other key priorities for children and young people, a multi-agency approach is needed to provide the range of support required to achieve improvements. A series of care pathways have been developed and are currently being disseminated to ensure overweight and obese children, young people and their parents can access appropriate services and support. They provide the local detail of the support available from health care professionals, including Health Visitors, School Nurses and General Practitioners, appropriate to the level of a child's or young person's obesity. These highlight the range of services, many outside of the NHS that families may be sign posted to.
- 5.24 An important aspect of addressing obesity issues is engaging with children at a very young age and then maintaining support that meets changing need as they grow older. Leeds is increasingly embedding different types of support at different life stages to ensure this consistency, these include:
- HENRY (Health Exercise Nutrition for the Really Young): This government and Royal College of paediatrics supported innovative training programme is delivered in Children's Centres and aims specifically to tackle childhood obesity. The programme will be delivered to all Leeds Children's Centres through a phased roll out commencing in November 2008. Centre staff and members of attached health visiting teams will participate, involving over 1200 practitioners. A team of nationally trained and approved local trainers from public health, health visiting and children's centres will deliver courses and post course support. An independent evaluation will ensure the impacts of the programme are measured.
  - The Watch It, Weight Management Service: This provides treatment, from 12 locations (many local leisure centres) across the city for children aged 8 to 16 years. The service is currently developing a treatment programme for children 5-8 years old. Watch It were overall winners at the National Obesity Forum's Best Practice Awards for Excellence in Weight Management. Findings from a randomised control trial of the service will be available in autumn 2008. A specialist health visitor service for mothers at risk of having an obese child has been developed and is being trialled and evaluated in the city. Carnegie Weight Management Services delivered 2 community based 12 week clinics earlier in the year and have

been commissioned to provide 5 further community clinics of this type from January 2009.

- 5.25 Leeds is also recognising the need to target those areas where obesity is a particular challenge. For example, the successful South Leeds programme for Engaging Inactive Children (incorporating DAZL) has been expanded into deprived neighbourhoods in the east of the city. During 2008-09 the programme will enable 3,000 inactive children and young people to participate in regular after school physical activity opportunities including dance, active clubs, football, skate boarding and cricket. The programme also encourages children and their families to use existing local community provision, or establish a community provision where gaps exist. Accredited training provides local people with the opportunity to develop their skills and abilities to be employed to deliver physical activity programmes.

#### Raising Awareness by Improving Communication

- 5.26 A national Change For Life social marketing campaign has been launched and Leeds will tap into this by:
- Developing a communications plan for the city which will run parallel to the campaign; working with communications experts from Children Leeds.
  - Share the marketing 'insight' to better enable partners to tailor interventions and education appropriately to the city's children and families.
  - Hold detailed training sessions for strategic leads on the campaign and the research behind it, lead by trainers from the National Social Marketing Team. The sessions are intended to create buy-in to this approach in the city.
  - Select 2 neighbourhoods with high rates of obesity and strong partnership infrastructure where we will develop targeted intensive multi-agency programmes of action.

#### Developments within Physical Education, School Sport and Community Links (PESSCL)

- 5.27 In addition to the various initiatives discussed above, work to reduce obesity ties closely with the wider agenda around increasing access to sport and physical activity in schools. Leeds has seen a range of positive progress in this area. Five wedge based school sport partnerships are operating effectively in their respective wedges and together as a whole city movement and in close cooperation with LCC coaching programmes.
- 5.28 86% of Leeds pupils aged 5 – 16 are now participating in 2 hours of high quality PE and School Sport per week. This exceeds national standards and our LPSA targets for 2007. LPSA targets for 2008 are 90% - informal returns indicate that this will be achieved.
- 5.28 As a result of achieving the first LPSA interim reward all secondary schools were given £4000 to develop KS4 programmes.

- 5.29 Again, work in this area recognises the importance of targeting children at a young age. As such, all primary schools are trained in daily activity programmes. *Wake Up, Shake Up* is the main programme but this is often supplemented and extended by *Take Ten* and *Fitbods* or *Funky feet*
- 5.30 Leeds has also been involved in launching the innovative “Spirit Alive” initiative. “Spirit Alive “ is Leeds response to the opportunity of the 2012 Olympic games. It is a pupil directed programme involving sports media, arts and social enterprise. In 2008 this saw over 30 primary schools engaged in the first phase of roll out. It will be featured on LOCOG’s good practice site.
- 5.31 More broadly, a variety of extended activities – grouped together as ‘Sports Unlimited Programmes’ have been running since March 2008 to broaden the offer available to young people.

#### Informing Schools

- 5.32 To further support schools, from the end of September Leeds has launched “Happy Healthy Active Lunchtimes”. It covers issues in physical activity, play, healthy eating and emotional well being. It contains guidance on how to develop playground space, professional development opportunities and contacts with schools who can share their own good practice. The Rugby and Athletics Development Scheme also allows all secondary schools to gain information on the standards of fitness of individual Y7 pupils.

#### Be Healthy, Stay Safe

- 5.33 The “Be Healthy, Stay Safe” scheme is run through the Healthy Schools programme. 56% of schools are participating and many of these choose physical activity (73) or healthy eating (48) as a focus.
- 5.34 A “Be Healthy, Stay Safe” Family programme is being developed as part of the Leeds Healthy Schools Beacon Programme. This is a multi agency approach to promoting changes in health behaviours in families. Parents are recruited through their schools engagement with “Be Healthy Stay Safe”; supported through the Families and Schools Team; data and communications issues will be facilitated by “the Hub”; progression activities developed through Extended Services, PCT programmes (see above) and Local Sports Alliances.

#### Training

- 5.35 Leeds recognises the importance of creating role models and expertise to encourage young people to get more involved in physical activity. In 2007–08, our professional development programme comprised 53 separate courses delivered to over 1000 participants. In addition first X games and Outdoor Activity Open days were successfully delivered. There have also been 35 graduates on the Higher Level Teaching Assistants Certificate in Physical Education scheme during 2007 and 2008.

## Moving Forward and Key Challenges

5.36 The work on obesity discussed above sits within the context of the 'Can't wait to be healthy' Leeds Childhood Obesity and Weight Management Strategy 2006 -16. Choosing Health Funding has been allocated to fund 2 posts, with some programme costs to work with partners to support the implementation of the plan. To ensure progress is made there will be a number of significant challenges to overcome:

- Evidence Base: So far, few interventions have been successful in reducing the prevalence of obesity and the most promising have not yet been widely replicated or delivered at a scale that offers a clear option for public health strategies. The effective treatment of overweight and obesity is also challenging. Intensive lifestyle interventions focusing on dietary restriction and increased physical activity can lead to modest weight loss; however there is little evidence to show children are able to maintain weight loss once the intervention ends. Given the pressing need to tackle obesity it is likely that interventions to prevent and treat obesity will have to take place when the evidence is neither complete nor perfect. Instead the evidence needs to develop alongside the delivery of new interventions informed by the available evidence and strengthened by expert advice.
- The demand for a quick fix to a complex problem: Once a social or health phenomenon has been identified as a problem and is targeted for intervention, it is common for a great deal of activity to be initiated and for many projects to proliferate on the ground. A key challenge is managing the demand from the public and service providers for investment against the need to develop effective best value treatment models going forward. It is also critical that we focus on making the environment less obesogenic by increasing access to healthy affordable food, physical activity opportunity, and planning our cities so they support a healthy lifestyle. While these are often politically challenging and longer term solutions they are widely held to offer the most potential in terms of reducing childhood obesity.
- Social stigma and denial of the issue: Research has shown only 17% of parents with an obese child were able to correctly gauge their child's weight status. The focus on extreme cases in the media and a reluctance by professionals to raise the issue fearing it will damage their relationship with the family are all thought to be the reasons why so few families seem to relate to the issue and seek support. Leeds PCT have commissioned a social marketing firm to conduct an 'insight' into the attitudes, knowledge and skills of local health professionals (including our local school nurses and practice nurses) as a starting point to developing tailor made training. This is critical if we are to increase motivation to raise this sensitive issue with parents, helping them understand the role they can play and enabling sign posting where relevant to other support services.

- 5.37 In terms of the wider 'being active' agenda, two key challenges to overcome are firstly, the mid teen drop off in participation in sport which Leeds is seeking to address through a more varied offer in KS4 PE and sport. Secondly, new target is to involve young people in 5 hours of sport/ physical activity per week. There is a need to integrate this with the 5 hours cultural offer (which will also include elements of physical activity). Guidance on measurement issues has not yet been made available.

## **6.0 Conclusion**

- 6.1 This report has provided a further update on some key areas of progress across children's services, particularly children's trust arrangements and the strategic direction of these. It has also highlighted work around two priorities in Leeds Children and Young People's Plan. Together with the other performance information presented to Members and further update reports over the course of the year, the scrutiny board will receive a broad overview of the full range of priorities and the initiatives in place to address these. The report reflects the range of progress made, but also the challenges remaining and the opportunities to continue addressing these through learning from recent activities and the 2009 review of the Children and Young People's Plan.

## **7.0 Recommendations**

- 7.1 It is recommended that members note and comment on the content of this report and identify any areas where further information would be helpful.

## **8.0 Background Papers**

Report to Children's Services Scrutiny Board : 13.09.07 – Children's Services and the Children and Young People's Plan

Report to Children's Services Scrutiny Board 08.11.08: – Children's Services and the Children and Young People's Plan (2<sup>nd</sup> Update)

Report to Children's Services Scrutiny Board : 14.02.08 – Children's Services and the Children and Young People's Plan (3<sup>rd</sup> Update)

Delivering the Children's Plan: Strengthening Children's Trust Arrangements – DCSF Consultation summary (consultation closed on 25.09.08) see:

<http://www.dcsf.gov.uk/consultations/downloadableDocs/7777-DCSF-Legislative%20Options.pdf>

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**Report of the Assistant Chief Executive (Planning, Policy and Improvement)**

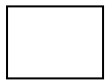
**Children's Services Scrutiny Board**

**Date: 16<sup>th</sup> October 2008**

**Subject: Accountability Arrangements for 2008/09 and Quarter 1 Performance Report**

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**Electoral Wards Affected:**



Ward Members consulted  
(referred to in report)

**Specific Implications For:**

Equality and Diversity

Community Cohesion

Narrowing the Gap

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**EXECUTIVE SUMMARY**

1. Effective performance management enables senior officers and elected members to be assured that the council is making adequate progress and provides a mechanism for them to challenge performance where appropriate. The introduction of the Leeds Strategic and Council Business Plans 2008 to 2011 and changes to the national performance management arrangements has required us make changes to our performance reporting and accountability arrangements. These revised arrangements are set out in this report along with the results for quarter one. The Board are asked to review these arrangements to ensure that they meet their needs in providing a good overview of performance. The quality and robustness of our performance management arrangements will form a key element of the organisational assessment under the new CAA regime and therefore it is important that these arrangements are effective.

## 1.0 Purpose of this Report

- 1.1 This report sets out the new approach to performance reporting and accountability which have resulted from the introduction of the Leeds Strategic and Council Business Plans 2008 to 2011 and changes to the national performance reporting regime. It also presents the quarter one performance results for Children's Services in this new format.

## 2.0 Background Information

- 2.1 Executive Board approved a new corporate planning framework for the council in July 2007. The strategic element of this framework includes two high level plans which set the policy objectives for the organisation and our partnership working. These are:
- **Leeds Strategic Plan 2008 to 2011** - which sets out the customer/citizen (external) focused strategic outcomes being sought by the council and its partners for the city. This plan includes our requirements to produce a Local Area Agreement and is the main delivery mechanism for the Vision for Leeds 2004 to 2020.
  - **Council Business Plan 2008 to 2011** - which sets out what the council needs to do internally to enable the organisation to achieve the Leeds Strategic Plan. That is outlining the business development, organisational change, process transformation and financial planning activities that we will be undertaking over the next three years.
- 2.2 Both these plans include a set of outcomes, improvement priorities and aligned performance indicators with three year targets. In order to support the delivery of the outcomes and improvement priorities it is important that there is a consistent approach to managing performance across the council. Through our performance reporting and accountability arrangements we need to track our progress against the improvement priorities as well as against the indicators to provide both a qualitative and quantitative picture of performance. This is because the scope of most of the improvement priorities is wider than that of the performance indicator and without some form of contextual reporting we would not be able to capture or monitor this progress.
- 2.3 The Audit Commission is still developing its proposals for the new Comprehensive Area Assessment (CAA) which will replace the current Comprehensive Performance Assessment (CPA) framework in 2009. As part of this new regime the best value performance indicators, previously used to report our progress to government, have been replaced by a new set of 198 national indicators. These national indicators replace approximately 1200 indicators and are a mix of public perception and outcomes measures with much less reliance on process based indicators.
- 2.4 Within the Leeds Strategic Plan 67 of the 89 performance indicators have been drawn from the national indicator set. Within the Council Business Plan four indicators have been drawn from the national indicator set but one of these is shared with the Strategic Plan. By performance management of these plans we are covering 70 of the 198 national indicators. However, whilst the new CAA framework does have some focus on these priority local indicators our performance against the whole of the national indicator set will form part of the overall process and thus have a significant influence on the overall judgement. Therefore, it is also important that we actively monitor and manage the performance of the other 128 indicators through our accountability processes.



- 2.5 Furthermore 31 of the targets within the Leeds Strategic Plan are 'designated' which means they are eligible for performance reward grant. The details of this grant is currently the subject of a consultation and we are expecting further details later in the year. However we do know that the pot of money available nationally is much smaller than the reward money which was given under the previous Local Public Services Agreements (LPSA).
- 2.6 Over the last few years we have striven to improve our performance management arrangements and have taken the opportunity through these changes to make further improvements. In particular we have focused on embedding improvements in data quality for all the performance indicators we are using going forward so that we can be assured that the information we are using for our strategic decision making is accurate and reliable (see 3.4). Also we know that setting challenging yet realistic targets is crucial in helping to drive improvement. Guidance was issued to all directorates on the council's approach to target setting and it is a corporate requirement that targets are set for all Leeds Strategic Plan and Business Plan indicators. For other indicators (e.g. local and National Indicators not contained in either the Leeds Strategic Plan or Business Plan) it was left to directorates to determine whether it is appropriate to set targets but this was encouraged particularly where these support or add value to the performance management of our priority areas (i.e. Leeds Strategic Plan 2008 to 2011, Council Business Plan 2008 to 2011 and/or national/local indicators that are aligned to service plans).

### **3.0 Main Issues**

#### **Reviewing our Performance Indicators**

- 3.1 As outlined above the move to the national indicator set represents a huge reduction in the number of indicators we have to report to government. However, it should be pointed out that many of these indicators are only required to be reported annually or in some cases every two years eg public perception measures from the place survey. This means that for many areas we might not be able to monitor our progress in year with the risk of surprises at the end of the year. Therefore, the challenge for us is to ensure that we can still maintain a good understanding of our overall performance and direction of travel and this definitely requires us to measure some additional indicators outside of the national set. This may be achieved, for example, through continuing to measure some relevant Best Value, PAF or corporate plan indicators or by using proxy or process indicators. We are currently also looking at which national indicators can be reported more frequently than annually.
- 3.2 Therefore, as part of the process of moving to the new national indicator set, directorates were asked to review their existing performance indicators and identify those that they are continuing to measure and those that they are deleting. For those that they are continuing to measure they were asked to identify those they want to use internally only as management information and those that should continue to be reported corporately to CLT and elected members. This review included all indicators reported via the old corporate accountability process ie all best value indicators and all indicators from the previous Corporate Plan 2005-8.
- 3.3 For all reported indicators directorates were asked to complete a performance indicator checklist which sets out the definition of the indicator, method of calculation and targets for next three years. Where targets have not been set this is because there is no supporting information available, or for where it is agreed that target setting will add no value to the council's performance management framework.

These checklists also asked them to identify those indicators that can be disaggregated to different spatial and/or equalities strands and to cross reference to improvement priorities, related policies and strategies, and service plan/risk register activity. At the same time directorates were also asked to provide a list of indicators that they will no longer be measuring together with the rationale for this decision.

- 3.4 As well as completing a PI checklist for each indicator directorates were also asked to complete a data quality checklist. These highlight the management arrangements for ensuring the accuracy of each performance indicator. The responses provided in this checklist are used to inform/provide the comments in the 'Data Quality Comments' column in the performance report. Where no checklist has been provided these have been marked as having “concerns” as we do not have any information to assure us that the information is robust and reliable and therefore have assumed that there are problems collating this data. Data quality remains an important element of the Use of Resources assessment and consequently poor data quality could adversely affect our organisational assessment score as well as the overall CAA judgement for the city.
- 3.5 Appendix 1 sets out the list of indicators that we will be reporting to this Board in 2008-09 including the frequency of results. This appendix is split into three lists:
- Appendix 1a – indicator from the new national indicator set which are to be reported to the board.
  - Appendix 1b – local indicators which are to be reported to the board
  - Appendix 1c – indicators which will continue to be reported during 2008-09 but will no longer be reported after March 2009. Many of these are attainment BV indicators which are not being replaced by National Indicators until 2009/10 and others relate to LPSA 2 (2006-9) performance indicators which have one year left to run.
- 3.6 Through this process we should have both a performance indicator and data quality checklist for all indicators that are reported via the corporate accountability process. Each checklist is required to be formally approved by the staff who are responsible for the information provided. Where these checklists are missing or incomplete this is highlighted in the data quality column in appendix 2.

### **Corporate Accountability Reporting Process**

- 3.7 As outlined above our corporate performance reporting arrangements need to capture both qualitative and quantitative information for the Leeds Strategic Plan and Council Business Plan ie progress against performance indicators as well as supporting contextual information on all key activities that contribute to the achievement of the improvement priorities in order for a complete picture to be maintained.
- 3.8 It has been agreed that corporate performance reports are prepared quarterly and reviewed through the accountability process which includes CLT, LMT, Scrutiny Boards and Leeds Strategic Plan Strategy Group (NB this group includes partners). In addition Executive Board also receive these performance reports at quarters 2 and 4. For quarters 1 and 3 these reports comprise performance indicators with appropriate explanatory comments. For quarters 2 and 4 a more qualitative performance picture is presented including detailed action trackers for each improvement priority that also include the results for the aligned performance indicators (ie those in Leeds Strategic and Council Business Plans) as well as the rest (128) of the national indicator set as appropriate. For future quarterly reports we will also, as before, provide a covering report highlighting areas of particularly

good or poor performance and a corporate balanced scorecard will provide a traffic lighted summary of performance against the Leeds Strategic Plan and Council Business Plan indicators.

- 3.9 The emerging CAA will place a requirement on the council (and partners) to report on our progress in delivering our priorities. Therefore the quarters 2 and 4 action trackers will also form crucial evidence in this regard and should prevent the need for any other supplementary performance reports. In addition the highlight report from each quarter also provides a self assessment of our strengths and weaknesses which link to the red and green flags that will form part of the CAA judgement. This clearly demonstrates to our CAA lead that we understand, and are taking action based, on our own performance.
- 3.10 The move to the national indicator set means that there will not be any comparator information for these indicators for the foreseeable future. However, funding has recently been secured through the Regional Improvement and Efficiency Panel for all Yorkshire and Humber Authorities to subscribe to a national benchmarking club provided by PricewaterhouseCoopers. This club will enable comparisons with other members for all national indicators including in year comparisons where these are available. Furthermore the club also provides a mechanism for benchmarking other indicators eg corporate health indicators and old best value indicators. It is also likely that national comparisons against the national indicator set will be available through the Audit Commission. Once we have suitable comparator information we intend to add this information to the performance reports.

#### **Quarter 1 Performance Report**

- 3.12 Based on this new system the quarter one performance report for Children's Services is provided in appendix 2 and includes all the relevant performance indicators that we can currently report quarterly for the Leeds Strategic Plan, Council Business Plan and any local indicators that directorates have nominated for inclusion. Where possible these have been traffic lighted and supporting commentary is provided. The report also includes the quarter 1 corporate balanced scorecard which provides an overall summary of progress for the whole of the Leeds Strategic Plan and Council Business Plan.

#### **4.0 Implications for Council Policy and Governance**

- 4.1 Effective performance management enables senior officers and elected members to be assured that the council is making adequate progress and provides a mechanism for them to challenge performance where appropriate. Effective performance management also forms a key element of the organisational assessment proposed under the new Comprehensive Area Assessment. Under the new framework one proposal currently being consulted on is for the performance management element of the assessment to take priority within the overall scoring mechanism. Regardless of whether that particular idea is adopted it is an indication of how important our own internal performance management process will be under the new CAA regime. The CAA will certainly examine and challenge of the robustness and effectiveness of our corporate performance management arrangements.

#### **5.0 Legal and Resource Implications**

- 5.1 The implementation of these new performance reporting arrangements is achievable within current resources across the organisations as they essentially replace an existing similar process.

## **6.0 Conclusions**

- 6.1 The move to the Leeds Strategic and Council Business Plans and the changes resulting from CAA mean that we have had to review and revise our corporate performance management and reporting processes. This paper seeks approval for these new arrangements alongside the quarter 1 performance report.

## **7.0 Recommendations**

- 7.1 The Board are asked to note the content of the report and provide their views on the following:
- Does the new set of Children's indicators and the frequency of reporting proposed provide them with an overall picture of performance in order for the board to fulfil its role? Are there any gaps or areas where further information is required?
  - Is the format of the performance report and the balanced scorecard fit for purpose, clear and logical or are there ways in which these could be improved?
  - Would the Board want comparator information to be added when it is available and if so what information would they find most useful?

### **Background Papers:-**

- Council Business Plan 2008 - 2011
- Leeds Strategic Plan 2008 - 2011

**Appendix 1a National Indicators to be reported to Children and Young People Scrutiny Board 2008-09**

Performance Indicator Type	Reference	Previous Reference	Title	Service	Frequency & Measure
Leeds Strategic Plan - Government Agreed	NI 57		Children and young people's participation in high-quality PE and sport	Education Leeds	Annually %
	NI 69		Children who have experienced bullying	Ed Leeds	Annually %
	NI 78		Reduction in number of schools where fewer than 30% of pupils achieve 5 or more A*- C grades at GCSE and equivalent including GCSEs in English and Maths	Education Leeds	Annually Number
	NI 79		Achievement of a Level 2 qualification by the age of 19		Annually %
	NI 112		Under 18 conception rate	Leeds PCT	Annually %
	NI 117	LAA-CYP19 / CYP-EcW2 / LPSA2	16 to 18 year olds who are not in education, employment or training (NEET)	IYSS	Annually %
Leeds Strategic Plan - Partnership Agreed	NI 148		Care leavers in education, employment or training	Children and Young People's Social Care	Quarterly %
	NI 58		Emotional and behavioural health of looked after children		Annually Number
	NI 63		Stability of placements of looked after children: length of placement		Quarterly %
	NI 66	LKI-SS38	Looked after children cases which were reviewed within required timescales		Quarterly %
	NI 80		Achievement of a Level 3 qualification by the age of 19	Education Leeds	Annually %
	NI 88		Number of extended schools		Annually %
	NI 110		Young people's participation in positive activities.	Integrated Youth Support Service	Annually %
Leeds Strategic Plan - DCSF	NI 100		Children in care reaching level 4 in maths at Key Stage 2	Ed Leeds and Children and Young People's Social Care	Annually %
	NI 101		Children in care achieving 5 A*-C GCSEs (or equivalent) at Key Stage 4 (including English and Maths)		Annually %
	NI 99		Children in care reaching level 4 in English at Key Stage 2		Annually %
	NI 72		Achievement of at least 78 points across the Early Years Foundation Stage with at least 6 in each of the scales in Personal Social and Emotional Development and Communication, Language and Literacy	Education Leeds	Annually Number
	NI 73		Achievement at Level 4 or above in both English and Maths at Key Stage 2 (Threshold)		Annually %
	NI 74		Achievement at level 5 or above in both English and Maths at Key Stage 3		Annually %
	NI 75		Key Stage 4 – to increase proportion achieving 5 A*-C grades at GCSE and equivalent including GCSE English and Maths*		Annually %
	NI 83	BV181c	Key Stage 3 – to increase proportion achieving level 5 in science *		Annually %
	NI 87		Secondary school persistent absence rate		Annually %
Leeds Strategic Plan - DCSF	NI 92		Narrowing the gap between the lowest achieving 20% in the Early Years Foundation Stage Profile and the rest (all children locally)	Education Leeds	Annually %

Performance Indicator Type	Reference	Previous Reference	Title	Service	Frequency & Measure
	NI 93		Progression by 2 levels in English between Key Stage 1 and Key Stage 2		Annually %
	NI 94		Progression by 2 levels in maths between Key Stage 1 and Key Stage 2		Annually %
	NI 95		Progression by 2 levels in English between Key Stage 2 and Key Stage 3		Annually %
	NI 96		Progression by 2 levels in maths between Key Stage 2 and Key Stage 3		Annually %
	NI 97		Progression by 2 levels in English between Key Stage 3 and Key Stage 4		Annually %
	NI 98		Progression by 2 levels in maths between Key Stage 3 and Key Stage 4		Annually %
National Indicator	NI 109		Delivery of Sure Start Children's Centres	Childcare and Early Years Development Services	Annually %
	NI 116		Proportion of children in poverty		Annually %
	NI 118		Take up of formal childcare by low income working families		Annually %
	NI 59	LKI-SS34	Percentage of initial assessments for children's social care carried out within 7 working days of referral	Children and Young People's Social Care	Quarterly %
	NI 60	LKI-SS29	Percentage of core assessments for children's social care that were carried out within 35 working days of their commencement		Quarterly %
	NI 61		Timeliness of placements of looked after children for adoption following an agency decision that the child should be placed for adoption		Quarterly %
	NI 62		Stability of placements of looked after children: number of moves		Annually Number
	NI 64		Child Protection Plans lasting 2 years or more		Quarterly %
	NI 65	LKI-SS1	Percentage of children becoming the subject of a Child Protection Plan for a second or subsequent time		Quarterly %
	NI 67		Percentage of child protection cases which were reviewed within required timescales		Quarterly %
	NI 68		Percentage of referrals to children's social care going on to initial assessment		Quarterly %
	NI 147		Care leavers in suitable accommodation		Annually %
	NI 52		Take up of School Lunches		Education Leeds
	NI 76		Reduction in number of schools where fewer than 65% of pupils achieve level 4 or above in both English and Maths at KS2	Annually Number	
National Indicator	NI 77		Reduction in number of schools where fewer than 50% of pupils achieve level 5 or above in both English and Maths at KS3.		Annually Number
	NI 81		Inequality gap in the achievement of a Level 3 qualification by the age of 19		Annually % Points

Performance Indicator Type	Reference	Previous Reference	Title	Service	Frequency & Measure
	NI 82		Inequality gap in the achievement of a Level 2 qualification by the age of 19		Annually % Points
	NI 84		Achievement of 2 or more A*- C grades in Science GCSEs or equivalent		Annually %
	NI 85		Post-16 participation in physical sciences (A Level Physics, Chemistry and Maths)		Annually Number
	NI 86		Secondary schools judged as having good or outstanding standards of behaviour		Annually %
	NI 89a		Reduction of number of schools judged as requiring special measures		Annually Number
	NI 89b		Improvement in time taken to come out of special measures.		Annually Number
	NI 90		Take-up of 14-19 learning diplomas		Annually Number
	NI 91		Participation of 17 year olds in education and training		Annually %
	NI 102a		Achievement gap between pupils eligible for free school meals and their peers achieving the expected level at Key Stages 2		Annually %
	NI 102b		Achievement gap between pupils eligible for free school meals and their peers achieving the expected level at Key Stage 4		Annually % Points
	NI 103a		Special Educational Needs - statements issued within 26 weeks -A) Percentage of final statements of special education need issued within 26 weeks excluding exception cases as a proportion of all such statements issued in the year.		Quarterly %
	NI 103b		Special Educational Needs - statements issued within 26 weeks B) Percentage of final statements of special education need issued within 26 weeks as a proportion of all such statements issued in the year.		Quarterly
	NI 104		The Special Educational Needs (SEN)/non -SEN gap - achieving Key Stage 2 English and Maths threshold		Annually % Points
	NI 105		The Special Educational Needs (SEN)/non -SEN gap-achieving 5 A*- C GCSE inc. English and Maths		Annually % Points
	NI 106		Young people from low income backgrounds progressing to higher education		Annually %
	NI 107		Key Stage 2 attainment for Black and minority ethnic groups		Annually %
	NI 108		Key Stage 4 attainment for Black and minority ethnic groups		Annually %
	NI 114		Rate of permanent exclusions from school		Annually %
	NI 113		Prevalence of Chlamydia in under 25 year olds	Leeds PCT	Quarterly %
	NI 115		Substance misuse by young people		Annually %
National Indicator	NI 50		Emotional health of children	Leeds PCT	Annually
	NI 51		Effectiveness of child and adolescent mental health (CAMHS) services		Annual number between 4 and 16

Performance Indicator Type	Reference	Previous Reference	Title	Service	Frequency & Measure
	NI 53a		<b>Prevalence</b> of breastfeeding at 6 – 8 weeks from birth		Quarterly %
	NI 53b		<b>Coverage</b> of breastfeeding at 6 – 8 weeks from birth		Quarterly %
	NI 55		Obesity in primary school age children in Reception		Annually %
	NI 56		Obesity in primary school age children in Year 6		Annually %
	NI 70		Reduce emergency hospital admissions caused by unintentional and deliberate injuries to children and young people		Annually
	NI 48		Children killed or seriously injured in road traffic accidents	Road Safety	Annually Number
	NI 111		First time entrants to the Youth Justice System aged 10-17	Youth Offending Service	Quarterly Number
	NI 19		Rate of proven re-offending by young offenders		Quarterly Number
	NI 43		Young people within the Youth Justice System receiving a conviction in court who are sentenced to custody		Quarterly %
	NI 44		Ethnic composition of offenders on Youth Justice System disposals		Annually %
	NI 45		Young offenders' engagement in suitable education, training and employment		Quarterly %
	NI 46		Young offenders' access to suitable accommodation		Quarterly %
	NI 199		Children and Young People's satisfaction with Parks and Play Areas		Annually
	NI 54		Services for disabled children		Annually



**Appendix 1b Local Indicators to be reported to Children and Young People Scrutiny Board 2008-09**

Performance Indicator Type	Reference	Previous Reference	Title	Service	Frequency & Measure
Leeds Strategic Plan - Partnership Agreed	LSP-HW2b(i)		Number of children looked after and rate per 10,000. This figure excludes unaccompanied asylum seekers	Children and Young People's Social Care	Quarterly Number
Leeds Strategic Plan - Partnership Agreed	LSP-TP2b(i)	LAA-SSC10/ CYP-PoC7/ CP- CS58	A complete count of the number of first time entrants into the youth justice system receiving a substantive outcome between 1 April and 31 March in the reporting year specified. (LPSA2)	Youth Offending Service	Quarterly Number
Leeds Strategic Plan - Partnership Agreed	LSP-TP2b(ii)	LAA-SSC11	A complete count of offences committed by young people resulting in a substantive outcome during a bail or remand episode during the specified year. (LPSA2)		Quarterly Number
Local Indicator	LKI-IYSS1		The level of contact into the resident 13-19 population (against a benchmark of 25%)	Integrated Youth Support Service	Quarterly % To be reported from Q3
Local Indicator	LKI-IYSS2		The level of involvement into the resident 13-19 population in youth work (against a benchmark of 15%)		Quarterly % To be reported from Q3
Local Indicator	LKI - IYSS3		The percentage of young people aged 13-19 gaining a recorded outcome compared to the percentage of young people in the local authority area (benchmark 60% of participants)		Quarterly % To be reported from Q3
Local Indicator	LKI - IYSS4		The percentage of young people aged 13-19 gaining an accredited outcome compared to the percentage of young people in the local authority area (benchmark 30% of participants).		Quarterly % To be reported from Q3
Local Indicator	LKI-IYSS6		Number of children and young people involved in positive activities through the Targeted Activity Programme (TAP).		Quarterly Number
Local Indicator	LKI - IYSS8		Number of Breeze Card holders who participate in a positive activity		Quarterly Number
Local Indicator	TBC		Number of Children subject to a Child protection Plan		Children and Young People's Social Care

**Appendix 1c Other PIs being reported to Children and Young People Scrutiny Board in 2008/09 only**

Reference	Previous Reference	Title	Service	Frequency & Measure	Comment
BV 40		Percentage of pupils in schools maintained by the local education authority achieving Level 4 or above in the Key Stage 2 Mathematics test.	Education Leeds	Annually %	This indicator is being reported for the last time for the 2007/08 academic year. It will be replaced by NI 73 which measures the percentage of pupils achieving Level 4 in both Maths and English.
LAA-CYP10	Old LAA PI	The number of secondary schools not attaining 2008 floor targets at KS4 (30% of pupils achieving 5 or more GCSEs at grades A*-C).		Annually Number	This indicator is being reported for the last time for the 2007/08 academic year. It will be replaced by NI 78 which measures the percentage of schools where more than 30% of pupils achieve 5 GCSEs at grades A*-C or equivalent including GCSEs in both math
CYP-POC6 LAA-CYP6	Old LAA PI (LPSA 2)	Reduce the number of permanent exclusions in all Leeds Schools as measured and recorded through PLASC returns.		Annually Number	This indicator is being reported for the last time for the 2007/08 academic year. It will be replaced by NI 114 which measures the rate of permanent exclusions expressed as a percentage of the school population.
CYP-POC5	Old LAA PI (LPSA 2)	Reduce the rate of fixed term exclusions per 1,000 pupils in all Leeds schools as measured through statutory termly returns.		Annually No.	This indicator is being reported for the last time for the 2007/08 academic year. It is an LPSA 2 target and therefore is not being replaced a national indicator.
LAA-CYP8	Old LAA PI (LPSA 2)	Increase the percentage level of attendance in all Leeds secondary schools as measured and recorded through the PLASC returns.		Annually %.	This indicator is being reported for the last time for the 2007/08 academic year. It is an LPSA 2 target and therefore is not being replaced a national indicator.
LAA-CYP9	Old LAA PI (LPSA 2)	Reduce the percentage difference in unauthorised absence between Leeds secondary schools in the highest free school meal quartile and the national median for all such schools as measured and recorded through the PLASC returns.		Annually %.	This indicator is being reported for the last time for the 2007/08 academic year. It is an LPSA 2 target and therefore is not being replaced a national indicator.
BV 38		Increase the percentage of 15 year old pupils in schools maintained by the local education authority achieving five or more GCSEs at grades A* - C or equivalent.	Education Leeds	Annually %	This indicator is being reported for the last time for the 2007/08 academic year. It is being replaced by NI75, which measures the percentage of pupils achieving 5 A*-C grades at GCSE or equivalent including maths and English GCSE.
BV-39		Percentage of 15 year old pupils in schools maintained by the local education authority achieving five or more GCSEs or equivalent at grades A*-G including English and Maths.		Annually %	This indicator is being reported for the last time for the 2007/08 academic year. It is being replaced by NI75, which measures the percentage of pupils achieving 5 A*-C grades at GCSE or equivalent including maths and English GCSE.

**Appendix 1c Other PIs being reported to Children and Young People Scrutiny Board in 2008/09 only**

Reference	Previous Reference	Title	Service	Frequency & Measure	Comment
BV 41		Percentage of pupils in schools maintained by the local education authority achieving Level 4 or above in the Key Stage 2 English test.	Education Leeds	Annually %	This indicator is being reported for the last time for the 2007/08 academic year. It is being replaced by NI73, which measures the percentage of pupils achieving Level 4 at Key Stage 2 in both maths and English.
BV 45		Percentage of half days missed due to total absence in secondary schools maintained by the local education authority		Annually %	This indicator is being reported for the last time for the 2007/08 academic year. It is not being directly replaced by a national indicator.
BV 46		Percentage of half days missed due to total absence in primary schools maintained by the local education authority.		Annually %	This indicator is being reported for the last time for the 2007/08 academic year. It is not being replaced directly by a national indicator.
BV-163 PAF-C23		The number of children who ceased to be looked after during the year as a result of the granting of an adoption or special guardianship order, as a percentage of the number of children looked after at 31st March (excluding unaccompanied asylum seekers)	Children and Young People's Social Care	Quarterly %	This is the last year this PI will be reported. It is not being replaced by a national indicator but it will continue to be monitored through MALAP and the C&YPSC Service Plan.
BV-181d		Percentage of 14 year old pupils in schools maintained by the Local Education Authority achieving Level 5 or above in the Key Stage 3 test in ICT	Education Leeds	Annually %	This indicator is being reported for the last time for the 2007/08 academic year. It is not being replaced by a national indicator.
CYP-EnA11b		Proportion of pupils in schools maintained by the authority achieving five or more GCSEs at grades A* - C or equivalent, including Maths and English		Annually %	This indicator is being reported for the last time for the 2007/08 academic year. It is not being replaced by a national indicator.
CYP-EnA11c		The percentage of pupils in schools maintained by the authority achieving any qualification at the end of Key Stage 4		Annually %	This indicator is being reported for the last time for the 2007/08 academic year. It is not being replaced by a national indicator.
CYP-EnA11d		The percentage of pupils in schools maintained by the authority achieving any qualification at the end of Key Stage 4.		Annually %	This indicator is being reported for the last time for the 2007/08 academic year. It is not being replaced by a national indicator.
LAA-CYP1	Old LAA PI	Raise standards in English, Maths and Science in secondary education so that by 2008, in all schools located in the districts in receipt of NRF, at least 50% of pupils achieve level 5 or above in each English, Maths and Science (at Key Stage 3)		Annually Number	This indicator is being reported for the last time for the 2007/08 academic year. It is being replaced by NI77 which measures the number of schools where fewer than 50% of pupils achieve Level 5 in both maths and English at Key Stage 3.
LAA-CYP12 CYP-BeH6	Old LAA PI (LPSA 2)	Increase the percentage of all Leeds schools achieving the National Healthy Schools Standard		Annually Number	This indicator is being reported for the last time for the 2007/08 academic year. It is an LPSA 2 target and therefore is not being replaced a national indicator.
LAA-CYP5	Old LAA PI (LPSA 2)	Number of schools with a KS4 average points score of less than 260.	Education Leeds	Annually Number	This indicator is being reported for the last time for the 2007/08 academic year. It is an LPSA 2 target and therefore is not being replaced by a national indicator. The focus for school improvement now is on schools below the National Challenge floor target

**Appendix 1c Other PIs being reported to Children and Young People Scrutiny Board in 2008/09 only**

Reference	Previous Reference	Title	Service	Frequency & Measure	Comment
BV-181a		Percentage of 14-year old pupils in schools maintained by the local education authority achieving Level 5 or above in the Key Stage 3 test in English		Annually %	This indicator is being reported for the last time for the 2007/08 academic year. It is being replaced by NI 74, which measures the percentage of pupils achieving Level 5 at Key Stage 3 in both English and maths.
BV-181b		Percentage of 14-year old pupils in schools maintained by the local education authority achieving Level 5 or above in the Key Stage 3 test in Mathematics		Annually %	This indicator is being reported for the last time for the 2007/08 academic year. It is being replaced by NI 74, which measures the percentage of pupils achieving Level 5 at Key Stage 3 in both English and maths.
BV-181c		Percentage of 14-year old pupils in schools maintained by the local Education Authority achieving Level 5 or above in the Key Stage 3 test in Science		Annually %	This indicator is being reported for the last time for the 2007/08 academic year. It is being replaced by NI83.
BV-194a		The percentage of 11 year old pupils achieving Level 5 in Key Stage 2: English		Annually %	This indicator is being reported for the last time for the 2007/08 academic year. It is not being replaced by a national indicator.
BV-194b		The percentage of 11 year old pupils achieving Level 5 in Key Stage 2: Maths		Annually %	This indicator is being reported for the last time for the 2007/08 academic year. It is not being replaced by a national indicator.

## Appendix 2 Accountability Reporting Guidance

Column Title	Description
<b>No.</b>	Each indicator is numbered to allow for easier navigation through the report.
<b>Reference</b>	Each indicator is given a unique reference code and these codes tell us which basket each indicator belongs to. A basket is a set of indicators which are used to report on progress relating to different plans or frameworks. Below we have listed the main groups of indicator you will see in these reports. <b>LSP</b> - Leeds Strategic Plan indicator <b>NI</b> - National Indicator <b>BP</b> - Business Plan indicator <b>LAA</b> - Local Area Agreement indicator - for this year only we are continuing to measure a small number of indicators from our previous LAA which are subject to reward monies based on the year end position in April 2009. <b>LKI</b> - Local key indicator
<b>Performance Indicator Type</b>	This column gives a little more information on the type of indicator and gives some indication of its relative importance and what the implications might be of poor performance. Some of the indicators fall into more than one type, for example, all LSP government agreed indicators are also national indicators. The types of indicator are: <b>Leeds Strategic Plan Government Agreed</b> - these indicators form part of the Leeds Strategic Plan 2008 to 2011 and have been negotiated and agreed, by the council and its partners, with government. They form part of our current Local Area Agreement and additional reward grant is paid if we meet these targets. The Audit Commission will also give these indicators additional attention under the Comprehensive Area Assessment as these are our local priorities. <b>Leeds Strategic Plan Partnership Agreed</b> - these indicators form part of the Leeds Strategic Plan 2008 to 2011 and have been agreed with our partners as priorities for the city. The Audit Commission will give these indicators additional attention under the Comprehensive Area Assessment as these are our local priorities. <b>Council Business Plan</b> - these indicators form part of the Council Business Plan 2008 to 2011 and we have set these targets to drive change and progress across the organisation. The Audit Commission will give these indicators additional attention under the Comprehensive Area Assessment as these are our internal organisational priorities. <b>National Indicator</b> - this is a set of 198 indicators used by Government nationally to monitor the performance of public services in local areas. Our performance against this set of indicators will contribute to the Comprehensive Area Assessment. This has replaced several sets of other indicators including the old best value indicators. <b>Local Indicators</b> - these indicators have been nominated by service areas to provide a more complete picture of performance. In many cases these indicators will also directly contribute to the delivery of our priorities
<b>Title</b>	The title column gives a description of the indicator. <b>NB</b> The Government have provided the descriptions for all national indicators.
<b>Service</b>	The service column identifies which team within the Council is responsible for service delivery, monitoring the performance and data quality of each indicator.
<b>Frequency &amp; Measure</b>	The top line in this column identifies how often we collect this information. This may be every month, every three months (quarterly) or once a year (annually). We only report annual indicators at the end of quarter 4 (after the end of March). With the exception of education attainment figures which are reported in quarter 3. The second line in this column identifies what measure we use to check on progress. For example, we might measure this result in the number of days or weeks we should take to finish something, such as a planning application. In another case, we might measure the percentage, such as the percentage of enquiries we respond to within five minutes
<b>Rise or Fall</b>	The rise or fall column identifies if the results should go up or down to show whether we are doing well. For example, if this is set to rise, you would expect the figures to increase.
<b>Baseline</b>	This column gives the baseline performance figures upon which we have set our targets and/or will be comparing our performance over the coming years
<b>Last Year Result</b>	This column displays the result from the end of the previous financial year (31 March 2008)
<b>Target</b>	This column shows the target we have agreed for this financial year.
<b>Qtr1</b>	The shows the current position at the end of this quarter. This result might be given a traffic light (red, amber or green) if the service is unable to accurately predicted the full year performance based on the interim results (see below). If they can forecast their year end position then the traffic light will appear in the next column.
<b>Predicted Full Year Result</b>	Directorates use this column to show how well they expect to do at the end of the year. They forecast this position depending on the current performance of each indicator. This figure may change each quarter depending on the performance of the indicator. Where possible we use this figure to inform whether an indicator is traffic lighted red, amber or green The green light shows that the Directorate predicts this indicator <b>WILL</b> meet its target. The Directorate uses current performance information to make this forecast. An amber traffic light shows that the Directorate predicts this indicator will not meet its target. However, the performance for this indicator is still acceptable and will not result in significant problems. The Directorate uses current performance information to make this forecast. The red lights shows that the Directorate predicts this indicator <b>WILL NOT</b> meet its target at the end of the year. The Directorate uses current performance information to make this forecast.
<b>Data Quality</b>	We are using this information to make strategic decisions therefore it is important that it is both accurate and reliable. This column provides an overall assessment of the data quality for each indicator. No Concerns indicates that the data as accurate and there are good processes in place to check and validate this information. Some Concerns indicates that more work needs to be done to ensure the data is accurate and reliable. Services may be in the middle of implementing improvements to their systems and processes but these are not fully in place yet. Concerns indicates that there are concerns that the quality of the data may not be good or that maybe they have not got the correct data. Again services are working toward improving this position. Many of the national indicator set are new and we are having to set up new systems to collect data - until these are fully embedded and proven there are likely to be outstanding concerns.
<b>Comments</b>	The comments for each indicator should explain why performance varies. They should also highlight if there are any problems with the quality of the data and what steps the Directorate is taking to improve it. This section will also focus on what will be done to improve the actions and state what outcomes they have achieved.

No.	Reference	Performance Indicator Type	Title	Service	Frequency & Measure	Rise or Fall	Baseline	Last Year Target Result	Qtr1	Predicted Full Year Result	Data Quality Comments
1	NI 63	Leeds Strategic Plan - Partnership Agreed	The percentage of children aged under 16 who had been looked after continuously for at least 2.5 years, who were living in the same placement for at least 2 years, or were placed for adoption.	Children and Young People Social Care	Quarterly %	Rise	70.5 (2007/08 year-end)	75.0	72.5		No concerns
Measures are in place to ensure that this indicator continues to improve. Actions include the commissioning of new, more personalised services and enhanced support to placements. The new placement strategy also emphasises the importance of kinship care amongst other placement choices.											
2	NI 66	Leeds Strategic Plan - Partnership Agreed	Timeliness of reviews for looked after children	Children and Young People Social Care	Quarterly %	Rise	66.3 (2007/08 year-end)	80.0	84.51		Incomplete data
This indicator is on amber because once a review has been late it cannot be remedied for the rest of the year. Therefore the only way to achieve improvement is to minimise the number of late reviews. With this aim in mind, a Business Process Re-engineering team have conducted a full review of the process and their report will be available in mid September. The recommendations will be implemented during the following quarter and monitored through existing management processes.											
3	LSP - HW2b(i)	Leeds Strategic Plan - Partnership Agreed	Number of children looked after (and rate per 10,000). This figure excludes unaccompanied asylum seeking children.	Children and Young People Social Care	Quarterly Number	Fall	1,281 (83.6 per 10,000) (2007/08 year-end)	1,156 (75.4 per 10,000)	1,262 (82.6 per 10,000)		No concerns
This is an extremely challenging target at a time when there is an increase in the number of looked after children nationally (source: APA dataset). To achieve the target there would need to be a reduction in the number to 941 by the end of March 2011 and require a reduction of 30 children per quarter - the Q1 result demonstrates a reduction of 22 in the first quarter of 08/09. Implementation of Care Matters is likely to lead to an increase in the number of looked after children nationally as young people stay on longer in placements post 18.											
4	NI148	Leeds Strategic Plan - Partnership Agreed	Care leavers in education, employment or training	Children and Young People Social Care	Quarterly %	Rise	70.8 (2007/08 year-end)	76	81.8		No concerns
Two young people were in custody and two unemployed.											
5	LSP-TP2b(ii)	Leeds Strategic Plan - Partnership Agreed	A complete count of the number of first time entrants into the youth justice system receiving a substantive outcome between 1 April and 31 March in the reporting year specified. <b>LPSA2</b>	Youth Offending Service	Quarterly Number	Fall	2,076	1,708	283	1,877	Checklist received but not reviewed / Incomplete Data
The result is subject to change as offences can be brought to justice after the quarter closes. The result will be revised once a definitive figure is like to be met.											
6	LSP-TP2b(ii)	Leeds Strategic Plan - Partnership Agreed	A complete count of offences committed by young people resulting in a substantive outcome during a bail or remand episode during the specified year. <b>LPSA2</b>	Youth Offending Service	Quarterly Number	Fall	622	448	70	573	Checklist received but not reviewed / Incomplete Data
The result is subject to change as offences can be brought to justice after the quarterly reporting close. The result will be revised quarterly once a definitive figure is known. The annual target is like to be met.											
7	NI-59	National Indicator	Percentage of initial assessments within 7 working days of referral	Children and Young People Social Care	Quarterly %	Rise	79.9 (2007/08 year-end)	83.0	76.4		No concerns
The trajectory of improvement continues - in 2004 this figure was below 50%. There is a slight (2%) decrease in Q1 but this is likely to be down to in year variation and is not statistically significant. It should be noted that although performance is currently under target, performance in Leeds is better than its statistical neighbours.											
8	NI-60	National Indicator	The percentage of Core Assessments that were completed within 35 working days.	Children and Young People Social Care	Quarterly %	Rise	77.4 (2007/08 year-end)	80.0	83.8		No concerns
Core assessments (35 working days) on time - Q1 performance represents significant improvement from 76% to 84%, exceeding target and out performing statistical neighbours.											
9	NI-68	National Indicator	Percentage referrals of Children In Need leading to initial assessments	Children and Young People Social Care	Quarterly %	-	56.8 (2007/08 year-end)	56.0	57.6		No concerns

No.	Reference	Performance Indicator Type	Title	Service	Frequency & Measure	Rise or Fall	Baseline	Last Year Result	Target	Qtr1	Predicted Full Year Result	Data Quality Comments
			This was considered to be a strength in the JAR report. This indicator is a proxy indicator to determine whether effective signposting is taking place and whether 'thresholds' are set at the appropriate levels. Proposals are being discussed which would improve 'signposting' and strengthen earlier intervention but this could have an impact on the indicator.									

No.	Reference	Performance Indicator Type	Title	Service	Frequency & Measure	Rise or Fall	Baseline	Last Year Target Result	Qtr1	Predicted Full Year Result	Data Quality Comments
10	NI-64	National Indicator	Child Protection Plans lasting 2 years or more	Children and Young People Social Care	Quarterly %	Fall	7.8 (2007/08 year-end)	8.0	9.0		No concerns
The decision to de-register has to be taken on a multi-agency basis. A sample study of cases still subject to a child protection plan at 18 months will be undertaken to ensure that this indicator remains on target.											
11	NI-65	National Indicator	The percentage of children becoming subject to a Child Protection Plan for a second or subsequent time.	Children and Young People Social Care	Quarterly %	Fall	17.5 (2007/08 year-end)	12.5	15.1		No concerns
Q1 performance is on track to achieve the annual target. The service is continuing to implement changes to the decision making process.											
12	NI-67	National Indicator	Percentage of child protection cases which were reviewed within required timescales	Children and Young People Social Care	Quarterly %	Rise	98.4 (2007/08 year-end)	100.0	99.6		No concerns
One family conference delayed - key members not available.											
13	NI 61	National Indicator	Timeliness of placements of looked after children for adoption following an agency decision that the child should be placed for adoption	Children and Young People Social Care	Quarterly %	Rise	79.9 (2007/08 year-end)	85.0	76.9		Concerns
Arrangements have been made to record the adoption process through ESCR. Q1 performance appears to be the result of the impact of two sibling groups of three requiring adoptive families.											
14	NI 103a	National Indicator	Special Educational Needs - statements issued within 26 weeks a) Percentage of final statements of special education need issued within 26 weeks excluding exception cases as a proportion of all such statements issued in the year.	Education Leads	Quarterly % Points	Rise	N.A.	100.0	93.0		No concerns
NI 103b	National Indicator	Special Educational Needs - statements issued within 26 weeks b) Percentage of final statements of special education need issued within 26 weeks as a proportion of all such statements issued in the year.	Education Leads	Quarterly % Points	Rise	N.A.	N.A.	90.0	74.0		No concerns
Targets were not met on indicators 103a due to two cases, and 103b due to sixteen cases. As Education Leads now writes so few statements per month, every case is significant in percentage terms. A plan has been implemented to address the issues that has led to Education Leads not meeting the targets set for NI103a and NI103b, but there may be some historical cases still being worked on where they may affect the 26 week performance indicator. This is because of the change-over between the 18 week PI and 26 week PI.											
<ul style="list-style-type: none"> <li>- A recruitment drive is currently underway to fill vacant posts within the Statutory Assessment Team.</li> <li>- Workload of Casework Officers will be scrutinised to ensure that work attributed to individuals is achievable.</li> <li>- All historic casework will be reviewed and statements made final where possible to comply with the 26 week deadline.</li> <li>- Workflows will be adjusted to ensure Statements are made final by the due date.</li> <li>- An individual date tracking sheet will be implemented for each child's file.</li> </ul>											
In relation to the Q1 result, it is expected that once the service adjusts to the new indicator definition performance will improve											
15	NI 51	National Indicator	Effectiveness of child and adolescent mental health (CAMHS) services	Leeds PCT	Quarterly	Rise	4 (2003)	-	16	16	No concerns
All four proxy measures for this target have scored 4 giving the achievement of 16, the highest score attainable. This measure is in its final year and is to be replaced by an outcome measure currently being piloted in Kent.											
16	NI 53a	National Indicator	Prevalence of breastfeeding at 6 – 8 weeks from birth	Leeds PCT	Quarterly %	Rise	To be provided	-	40.6	28.0	No concerns
NI 53b	National Indicator	Coverage of breastfeeding at 6 – 8 weeks from birth	Leeds PCT	Quarterly %	Rise	To be provided	-	85.2	64.4		No concerns
Promoting and sustaining breastfeeding is an essential part of an integrated programme of child health promotion and parenting support. Over the past few years performance has focussed on breastfeeding initiation but this year the indicator is assessing levels of continuation at 6 - 8 weeks.											
17	NI 113	National Indicator	Prevalence of Chlamydia in under 25 year olds	Leeds PCT	Quarterly	Fall	N.A.	-	17%	3.56% (cumulative)	No Concerns
In year one Chlamydia Screening will be used as a basis of performance. This indicator will concentrate on increasing screening volumes in young people aged 15 to 24 and will thus form a baseline to monitor prevalence in preceding years. Chlamydia is both symptomatic and asymptomatic and in this initial year the National Chlamydia Screening Programme will concentrate on increasing opportunistic screens thus ensuring adequate recording of prevalence in the asymptomatic population as well as the symptomatic population. Thus year 1 will concentrate only on part 1 of the indicator. Quarter one performance exceeded expectations by 8% over the monthly trajectories that were set. At this point, it looks as if the indicator will exceed it's annual target however screening is subject to seasonal variations.											



No.	Reference	Performance Indicator Type	Title	Service	Frequency & Measure	Rise or Fall	Baseline	Last Year Result	Target	Qtr1	Predicted Full Year Result	Data Quality Comments
18	NI 19	National Indicator	Rate of proven re-offending by young offenders	Youth Offending Service	Annually Number	Fall	45.7%	To be provided	43%	Due 31st Aug 2008	43%	Checklist received but not reviewed
Due to a delay in setting the baseline for this measure this will not be calculated until 31 August 2008. From that point forward from it will be reported quarterly.												
19	NI 43	National Indicator	Young people within the Youth Justice System receiving a conviction in court who are sentenced to custody	Youth Offending Service	Quarterly %	Fall	10.6%	To be provided	6.8%	12.70%	9.0%	Checklist received but not reviewed
Leeds is a high custody area. The result is about average performance - although shows deterioration since same period last year. Preliminary work on the data with partners suggest that Leeds courts are dealing with more offences which would attract custody. The service is currently working with GOYH and other partners to address the issue.												
20	NI 45	National Indicator	Young offenders - engagement in suitable education, training and employment	Youth Offending Service	Quarterly %	Rise	66.2%	To be provided	73%	76%	73.0%	No concerns
The result is up by 12% compared to the same period last year. This improved performance has exceeded the National, Regional and "Family Group" average. This is widely seen as a challenging target as few Youth Offending Teams reach this target. A new IT system has been implemented which has had a positive impact on data quality and management. This has enabled the service to target resources at areas of the city where young offenders are not engaged in suitable education, employment or training.												
21	NI 46	National Indicator	Young offenders - access to suitable accommodation	Youth Offending Service	Quarterly %	Rise	91.50%	To be provided	95.9%	91.2%	95.9%	No concerns
Performance has dropped since last quarter (95.5%) but has improved from Quarter 1 07/08. This is likely to be a result of young people relying on friends and family for accommodation for short periods during the summer months. This is likely to change during autumn and winter months as individuals tend to look for more permanent accommodation.												
22	NI 111 CYP-PoC7	National Indicator	First time entrants to the Youth Justice System aged 10-17	Youth Offending Service	Quarterly Number	Fall	2076	New	1877	293	1877	Checklist received but not reviewed and estimated data
The police are the agency responsible for producing the data for this indicator on a quarterly basis. However, the Youth Offending Service also collects data measured by this PI. The Q1 result provided is the figure produced by the Youth Offending Service. Once the police figure is released obviously this result may be subject to change. In addition, changes may occur as offences can be brought to justice after the quarter closes. The result will be revised once a definitive figure is known. If the result is compared to a local indicator (LAA-SSC10) which measures the same issue. The annual target is likely to be met.												
23	BV-163 PAF-C23	Local Indicator	The number of children who ceased to be looked after during the year as a result of the granting of an adoption or special guardianship order, as a percentage of the number of children looked after at 31st March (excluding unaccompanied asylum seekers) who had been looked after for 6 months or more on that day.	Children and Young People Social Care	Quarterly %	Rise	N.A.	7.9	8	6.5		No concerns
The 15 adoptions and 10 Special Guardianship Orders during the quarter have made a significant contribution to fall in the number of looked after children. This is the last year this PI will be reported. replaced by a national indicator and will continue to be monitored through MALAP and the C&YPSC Service Plan.												
24	LKI-HYSS6	Local Indicator	Number of children and young people involved in positive activities through the Target Activity Programme (TAP).	Youth Service	Quarterly Number	Rise	New Indicator	New Indicator	To be agreed	77	See Comments	Concerns No Checklist
As most contracts for 2008/09 were not agreed until July, there was only one project that accessed TAP funding during Q1. The predicted forecast for the full year will be a number greater 2000 as the service has received additional funding for 2008/09. The 2008/09 target is still subject to agreement but should be finalised by the end of Q2.												
25	LKI - IYSS8	Local Indicator	Number of Breeze Card holders who participate in a positive activity	Youth Service	Quarterly Number	Rise	530366	530366	To be provided	136641		Concerns No Checklist
The majority of Breeze events happen in Q2.												
26	TBC	Local Indicator	Number of children subject to a Child Protection Plan	Children and Young People Social Care	Quarterly Number	Fall	403 (2007/08 year-end)	388	395			Concerns No Checklist
The number remains stable and no action is required. Nationally this figure is subject to fluctuations as a result of publicity about child protection across all agencies.												

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**Originators:**

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## Report of the Director of Children's Services

### Children's Services Scrutiny Board

**Date:** 16<sup>th</sup> October 2008

**Subject:** The Leadership Challenge

**Electoral Wards Affected:**

All

Ward Members consulted  
(referred to in report)

**Specific Implications For:**

Equality and Diversity

Community Cohesion

Narrowing the Gap

## 1.0 Purpose of this Report

1.1 This report seeks to explain why we initiated the Leadership Challenge project, how we did it, what we did, what the outcomes were, what we learnt from doing it, and what we are going to do with what we have learnt. Throughout the report are a number of short inserts taken directly from comments made by those involved with the project, as a way of sharing their learning with members of the Children's Services Scrutiny Board.

## 2.0 Background

### Why did we do it?

2.1 The Leadership Challenge was a collaborative action learning project between Leeds City Council, Children Leeds, and the Improvement and Development Agency for local government (IDeA). It enabled the seaming together of three specific strands of interrelated work:

- The role of elected members as community leaders and champions for equality and diversity
- The evolving role of leaders and leadership within and around local communities
- The remodeling of children's services collaborative working arrangements in localities to improve outcomes for children and young people

## 2.2 What would success for the project look like?

- Elected members would be actively involved and engaged locally and provide leadership to help unblock barriers to progress in improving outcomes.
- Connectivity between our local children's services leadership and our citywide children's trust arrangements would be better understood and improved.
- The skills and behaviors that leaders need in an integrated children's services world and the roles that we need locally to drive integration would be better understood
- The way we work with families and develop our collaborative problem solving skills would be improved
- Our frontline support staff would be actively involved in decision making processes and be supported to work well together on problem solving activities.
- Learning would be shared between those involved on the project, across the wedge, the city and nationally.

2.3 The Leadership Challenge centred on the NETWORKS extended services cluster around Carr Manor High School. The cluster was an advanced cluster with relationships between the high school, several primary schools, the Children's Centres and local voluntary youth provision already developing at a pace. It had been seeking to determine its future and as a consequence was enthusiastic about participating in the Challenge. Additionally, this cluster was of interest as it drew its children and young people from a number of ward boundaries - involving different political parties – and from across wedge and therefore service boundaries.

*"This project has helped us, as leaders, to look towards building sustainable relationships with other services, which enable us to do our own jobs better" .....a local leader*

## 3.0 How did we do it?

3.1 To initiate the project we brought together a diagonal slice of the key leadership components in three distinct strands:

- Equalities
- Local Leadership, and
- Strategic Commissioning

3.2 The Equalities Group was a delivery group of frontline practitioners many of whom had no history of working together. The Local Leadership Group were local children's service leaders, e.g. Head Teachers, Team Manager Children and Young People's Social Care, Children Centre Manager, or community leaders including elected members. The strategic commissioning group consisted of commissioners of a range of citywide children's services.

3.3 A project steering group was established consisting of the Deputy Director of Children's Services, the Locality Enabler for the North East, a senior manager from the Equalities Team, a senior manager from the policy, performance, and

improvement team, a regional associate from the IDeA, and IDeA consultant, and a member from the NETWORKS cluster management Group. The work was supported by two project officers. The role of the steering group was to manage the interrelationships of the three separate strands of work, to facilitate and drive the project, to negotiate the involvement of specific individuals as appropriate, to ensure shared learning opportunities within and across the strands was maximized, and to leverage key learning both citywide and nationally. The project was to run initially for 6 months – later extended to 9 months - from September 2007-July 2008.

*“Within this cluster, the challenge has helped us to have an ‘open door’ policy between our services, though we recognise that there are other services who we need to help join this journey”.....a local leader*

#### **4.0 What did we do?**

- 4.1 It was quickly determined that the project required a problem solving activity to help initiate the work of the individual groups, to ensure a consistent connecting theme across the groups, and to elicit leadership behaviors to enable better understanding of what it took to unblock barriers to progress locally. It was agreed that the number of young people Not in Employment Education and Training within the city was a cause of concern. It had been identified that there were a number of common factors that led to a young person becoming NEET, however, many of these factors were being addressed with the young person in isolation and in the absence of a family approach. In discussion with the Locality Enabler, Primary Head Teachers and colleagues from Early Years had stated that the behaviors and conditions that led to young people becoming NEET at 16,17, and/or 19 years of age were clearly evident at an early age and that these behaviors were prevalent in families. Consequently, the problem-solving activity chosen to help initiate activities and elicit leadership behaviors through the course of the project was to develop a family based response to NEET.

*“The learning from this project has also enabled us to think creatively about how a locally based commissioning pilot could work!”....a strategic commissioner*

- 4.2 Families were identified by Head Teachers and Children Centre Managers from within the extended service cluster. Criteria for selection ranged from school attendance, difficulties in engaging pupils/parents, carers, and siblings, troubling or challenging behaviors, and difficult or challenging family backgrounds. It was determined that the identified families were low income families living in deprived neighborhoods and that domestic violence was prevalent in some.
- 4.3 It became clear through the course of the Leadership Challenge that the common assessment framework (CAF) was fundamental to developing and landing an integrated response from children’s services. Ideally, the CAF should help to identify the gaps in services that a family or an individual may need to improve their outcomes and serve as an evidence base for what is needed to do so, so that barriers to progress may be unblocked and resolved at the level closest to the family.

*“Having the opportunity to meet with each other and not to have to work in isolation has been really helpful. At the meetings we have been able to discuss our families, sharing knowledge and information. What has been really useful is that at some of our discussions colleagues know of some agency or somewhere to contact with issues that have arisen from their family on a CAF”.....a frontline practitioner*

- 4.4 For many frontline practitioners the CAF was new and time was taken to provide training, development and follow-up support for the CAF process. Practitioners supported by their line managers found the CAF process easier to adopt than those practitioners that were less well supported. Nevertheless, through the course of the Challenge the interrelationships between the equalities group and the local leadership group developed to such an extent that support to those practitioners less well supported was secured.

*“The leaders i.e. our line managers have been very supportive of the process. We have been encouraged to attend the meetings and to be fully active in the project. To be part of the project has been an empowering process for the group members”.....a frontline practitioner*

- 4.5 It also emerged through the period of the Challenge that the team around the practitioner within a service must be supportive of the CAF process for the practitioner to feel fully supported in implementing the changes that joint working arrangements demand. The project served to further highlight the expertise of those working directly with families and the need to further engage and harness this expertise in a way that is productive and that seeks to unblock barriers through local solutions.

*“....the group members who are involved in CAFs and multi agency group meetings, (reported) that families are finding that the behaviour their child was displaying has improved, and that as the parent they can play a part in improving their child’s behaviour”.....a frontline practitioner*

- 4.6 The local leadership group explored professional boundaries and service divisions that inhibited their ability to work together. In addition to wrestling with challenges for support and resources from the equalities group and improving their knowledge/understanding of strategic commissioning and their role in it, they explored leadership and the source of power, influence, and resources. Through the nine months of the project these local leaders became a more cohesive and cogent group. Attendance was high and increased over time as more local leaders joined the project, often actively seeking membership to the group. Apart from bringing knowledge or resources to the table, these Leaders brought unique relationship networks into play to help solve problems collaboratively. It became apparent that loyalty to the families increased and the notion of joint accountability to children, young people, and families became increasingly important. Having the right person, at the right place, at the right time was important to ensuring needs were being met. Involvement in this project offered opportunities, information, and insights that were unavailable to others. Often this leadership came from those not in positions of relative power or authority. Leadership meant coordinating the wealth of ideas to help people make the right choices in connection with others locally. This learning informed the



development of a specific role – the Integrated Services Leader – to add capacity and trial how this would work across neighboring clusters

*“This project has helped us, as leaders, to look towards building sustainable relationships with other services, which enable us to do our own jobs better” .....a local leader*

- 4.7 Attendance at the strategic commissioning group diminished over time but the group retained a small core membership for the lifetime of the project that continued to provide information, advice, and guidance to the local leadership on aspects of strategic commissioning. Both the equalities group and the local leadership group felt remote from strategic commissioning and wished to better understand the concept, their role in it, and how they could influence it through evidence based local intelligence or locally commissioned services. It felt to local leadership that strategic commissioners were often remote from the problems that needed to be resolved and were not using their local intelligence to inform and shape their commissioning work. In response, commissioners shared a simple 4-stage model of commissioning and worked with the other two groups to test the model against the NEET problem described earlier. Analysis of the local NEET picture provided by commissioners helped work on a joint response to NEET for the cluster, using outcome based accountability methods. This joint response led to discussions about how the local leadership group better aligned resources and service delivery to best fit the levels of local need. The collaboration resulted in the NETWORKS cluster contributing to the work on the commissioning specification for Information, Advice and Guidance (IAG) services in the city.

*“Through involvement with this project the Strategic Commissioning Group have recognised the need to engage with localities over the development of commissioning in Leeds” .....a strategic commissioner*

## **5.0 What were the outcomes of the project?**

### **5.1 In summary, the Leadership Challenge has:**

- Developed action learning on the leadership behaviors needed locally through better integrated service delivery to improve outcomes for children, young people, and their families
- Promoted greater understanding of the changing roles of practitioners, local leaders, and strategic commissioners focusing on outcomes
- Explored what integration means at different levels of need and across service delivery through the CAF, directly supporting Narrowing the Gap and the governments' Place Shaping Agenda
- Introduced family based preventative approaches to children and young people at risk of becoming NEET
- Actively involved and engaged an increasingly broad range of partners and stakeholders including the voluntary, community, faith sector, elected members, the police and schools
- Provided a sense of local ownership through the development of local solutions

- Recognised the value of ‘diagonal’ slice working in improving outcomes for children, young people, and families

*“As leaders we have a critical role in enabling a culture change amongst our staff, through implementing our learning from this project” .....a local leader*

## **6.0 What have we learnt by doing it?**

### **6.1 We have learnt:**

- The value of the active involvement and engagement of elected members locally in challenging and supporting children’s services colleagues to help unblock barriers to progress in improving outcomes.
- How to better connect our local children’s services leadership and our citywide children’s trust arrangements and improved our understanding of the roles that may help foster this connectivity locally.
- The skills and behaviors that leaders need in an integrated children’s services world and the roles that we need locally to drive integration would be better understood
- How we can improve the way we work with families and develop our collaborative problem solving skills
- How our frontline support staff should be actively involved in decision making processes, supported in their work, and the methods we can use to help us solve problems and overcome barriers to progress.
- What we need to develop to help the learning from the Leadership Challenge to be shared between those involved on the project, across the wedge, the city and nationally.

*“As a leadership group, our specific response to enabling leadership capacity to support integrated working, is through the appointment of an ‘Integrated Services Leader’ who will be enabled, with our full permissions to lead integration in our cluster” .....a local leader*

## **7.0 What are we doing with what we have learnt?**

### **7.1 We are:**

- Informing the work of member development in the local authority in relation to leadership of children’s services locally.
- Informing the work of children’s services leadership development in the city.
- Developing products to use nationally so that others may aspire to their own leadership challenge and provide pointers on how to lead together that explore local joint accountability and the leadership skills and behaviors that underpin it.
- Informing the work on revising our strategic commissioning framework to bring in the benefits of local intelligence to inform city wide and local commissioning and bring meaning and connectivity to the integrated strategic commissioning strategy locally. In doing so, we have sought to

build in learning from the recent work of the Joint Preventative Commissioning Panel on wedge based innovation funding.

- Informing the work on our locality children's trust arrangements to deliver step-changes in the way children's services leaders collaborate together locally. Indeed, children services in the North East wedge have assembled a Children's Service Leadership Team based on their experience of connected leadership and are developing their working arrangements further to provide effective support for local solutions.
- Trialing a new role – the integrated services leader – in the cluster and across other extended service clusters to better integrate in an environment where there are movements of children and young people to attend learning or support.
- Providing CAF and lead professional training across the North East Wedge with increasing engagement.
- Exploring with Health, PCT, Police, the VCFS, and Housing how we better engage and have the right leadership in our leadership teams locally.

*“Connected leadership is something which will enable us to deliver better and more integrated children's services”.....a local leader*

## **8.0 Conclusions**

8.1 Earlier in this report we articulated our success criteria as being:

- Elected members would be actively involved and engaged locally and provide leadership to help unblock barriers to progress in improving outcomes.
- Connectivity between our local children's services leadership and our citywide children's trust arrangements would be better understood and improved.
- The skills and behaviors that leaders need in an integrated children's services world and the roles that we need locally to drive integration would be better understood
- The way we work with families and develop our collaborative problem solving skills would be improved
- Our frontline support staff would be actively involved in decision making processes and work well together on problem solving activities.
- Learning would be shared between those involved on the project, across the wedge, the city and nationally.

8.2 We have made strong progress across all 6 criteria in completing the Leadership Challenge project. We have taken stock of our learning and are beginning to apply it in a range of further developments – fulfilling our original intention of action learning.

8.3 Creating strong, prosperous, and cohesive communities - in which the Council's role in providing community leadership and nurturing it in others is crucial - is both a corporate priority and an integral part of the Vision for Leeds. The Leadership Challenge has responded directly to the key requirements of the next

CPA Corporate Assessment and the 'Strong and Prosperous Communities' white paper in relation to leadership development and partnership working.

- 8.4 The Leeds Strategic Plan articulates a single shared set of outcomes and priorities for the city in agreement with partners. The Leadership Challenge has enabled a collaborative problem solving focus on a family approach to NEET that directly contributes to the achievement of these priorities and affords a new way to approach our individual and joint accountabilities in relation to the Strategic Plan and its local derivations.
- 8.5 The Leadership Challenge has directly influenced the shape of the locality dimension of our children's trust arrangements in the city. Children's services are developing leadership teams of officers from Children's Services and partnerships led by elected members to provide connected leadership of our collaborative work. It has also influenced our work on the revised commissioning framework and introduced important opportunities to commission services and develop our thinking on the roles that can help the integration of Children's services locally.
- 8.6 Finally, the Leadership Challenge has been both a local and a national collaboration. The opportunity for Leeds to contribute to national work on developing leadership in an integrated children's services world is significant and we will ensure that the opportunity is not lost.

## **9.0 Recommendations**

It is recommended that the Board:

- Note the report
- Request a further report on the work to develop elected member roles around children's services aspects, the work to develop local children's trust arrangements and associated commissioning developments, and the products developed from the leadership challenge and their dissemination.

## **10.0 Background Papers**

Report to Children's Services Scrutiny Board : 14.02.08 – Children's Services and the Children and Young People's Plan (3<sup>rd</sup> Update)

Originator: Kate Arscott

Tel: 247 4189

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## Report of the Head of Scrutiny and Member Development

### Scrutiny Board (Children's Services)

Date: 16 October 2008

### Subject: Recommendation Tracking

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**Electoral Wards Affected:**

**Specific Implications For:**

Equality and Diversity

Community Cohesion

Narrowing the Gap

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## 1.0 Introduction

- 1.1 Last year Overview and Scrutiny Committee agreed to adopt a new, more formal system of recommendation tracking, to ensure that scrutiny recommendations were more rigorously followed through.
- 1.2 As a result, each Scrutiny Board now receives a quarterly report on any recommendations from previous inquiries which have not yet been completed.
- 1.3 This will allow the board to monitor progress and identify completed recommendations; those progressing to plan; and those where there is either an obstacle or progress is not adequate. The board will then be able to take further action as appropriate.
- 1.4 A standard set of criteria has been produced, to enable the board to assess progress. These are presented in the form of a flow chart at Appendix 1. The questions should help to decide whether a recommendation has been completed, and if not whether further action is required.
- 1.5 For each outstanding recommendation, a progress update is provided. In some cases there will be several updates, as the board has monitored progress over a period of time.
- 1.6 To assist members, the Principal Scrutiny Adviser has given a draft status for each recommendation. The board is asked to confirm whether these assessments are appropriate, and to change them where they are not.

- 1.7 In particular, members should note that a number of recommendations have a draft status of 4 or 5. For these recommendations, the Principal Scrutiny Adviser suggests that progress has been made. However, the decision as to whether this progress is acceptable is a judgement for board members to make.
- 1.8 In deciding whether to undertake any further work, members will need to consider the balance of the board's work programme.

## **2.0 Next Steps**

- 2.1 The next cycle of quarterly recommendation tracking reports will be presented to Scrutiny Boards in January 2009, enabling the Board to judge progress against outstanding recommendations.

## **3.0 Recommendations**

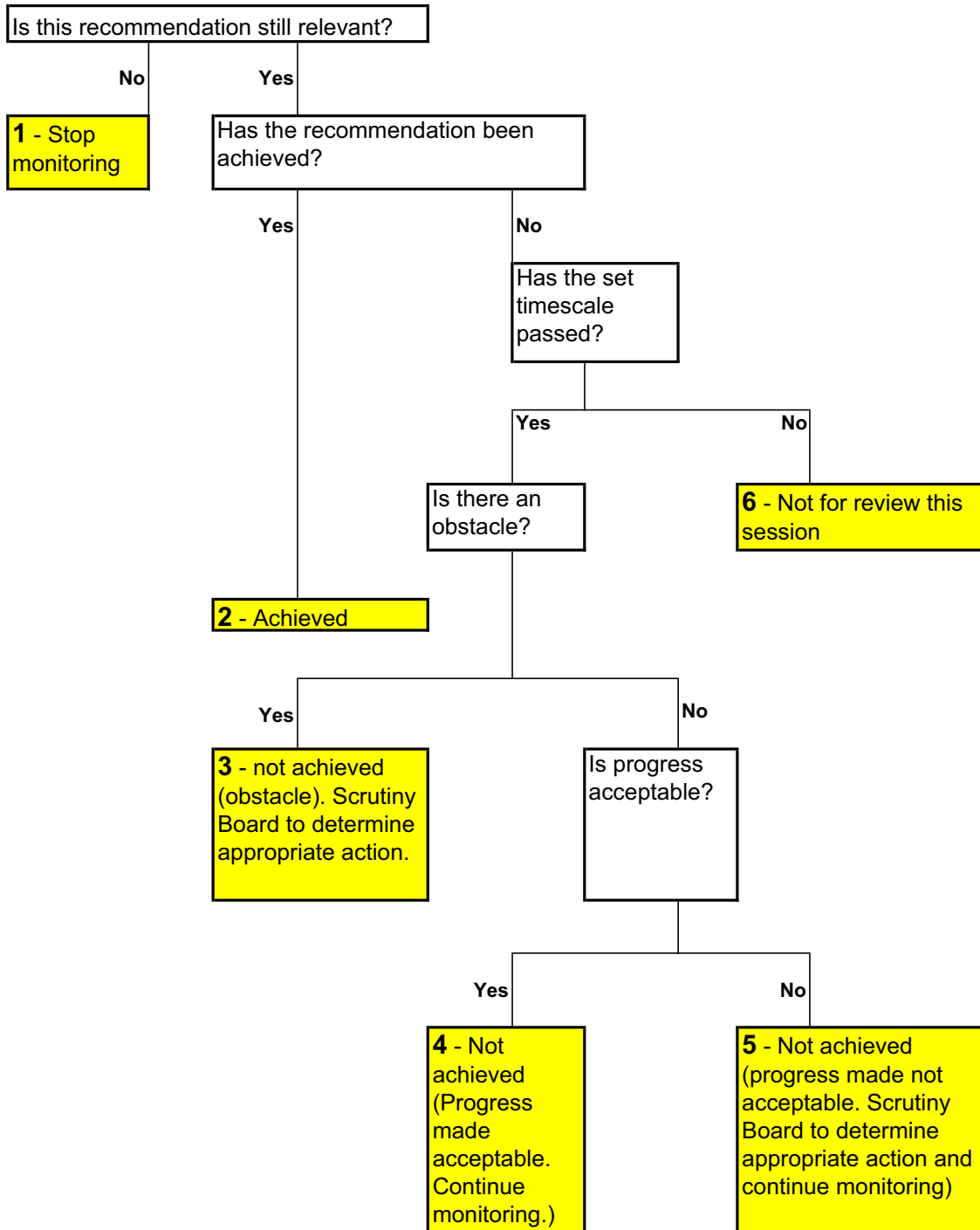
- 3.1 Members are asked to:

- Agree those recommendations which no longer require monitoring;
- Identify any recommendations where progress is unsatisfactory and determine the action the board wishes to take as a result.

Background papers

None

**Recommendation tracking flowchart and classifications:**  
**Questions to be Considered by Scrutiny Boards**



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	Recommendation	Where we are up to	Stage	Complete
3	<p><b>We recommend that the Director of Social Services considers whether a similar organisational approach to that taken in Liverpool would benefit adoption in Leeds, and reports back to us with a view within three months</b></p>	<p><u>July 2007 position</u> This proposal will be considered as part of the full review of the service as it represents a significant change to current practice and has budgetary implications Timescale: October 2007</p> <p><u>October 2007 update</u> The timescale for the review to be completed is now January 2008.</p> <p><u>January 2008 update</u> The timescale for completion of the review is now March 2008.</p> <p><u>July 2008 Update</u> The Liverpool model has been considered and rejected on the basis that the benefits from that approach can be achieved by other means in Leeds. Specifically, Leeds has instead invested in 3 additional adoption officers to help shorten the timescale for assessments – a key priority for the service.</p> <p><b><u>October 2008 update</u></b> To create extra capacity within the adoptions service as soon as possible, 1.5 of the posts available will be used to take on fostering work that has been covered by those responsible for adoptions. This will free up those staff to work entirely on adoptions. Half a post will be used to increase contact work and the other half a post will add to existing capacity. The process for filling these posts is currently being carried through. To stay within budget it has been necessary to reduce the 3 additional posts to 2.5.</p>	<p><b>4 or 5 (not achieved)</b></p> <p><b>Board to determine whether progress is acceptable</b></p>	

	Recommendation	Where we are up to	Stage	Complete
1	<p>In light of the evidence presented during our inquiry, we recommend that the youth offer for Leeds needs to address the following key findings:</p> <ul style="list-style-type: none"> <li>• The need for a more equal distribution of universal youth services on offer across the city</li> <li>• The need to include advice and signposting within universal provision</li> <li>• The need to recognise that some groups of young people (for example carers, looked after children and young people with disabilities) may need a different approach or extra assistance to enable them to access the types of opportunities included in the universal youth offer</li> <li>• The need to recognise young people's expressed desires for venues and spaces to undertake their own (unstructured) activity</li> <li>• The important role of inter-generational/all age activities as well as specific young people's activities</li> </ul> <p>We ask the Director of Children's Services to report to us within 3 months on how each of these issues will be addressed in the published youth offer.</p>	<p><u>January 2008 update</u> 972 young people were consulted during the summer about the contents of the draft youth offer. The results led to the production, by the Youth Council and ROAR, of an excellent DVD introducing the Breeze Youth Promise. The consultation highlighted the need to change some elements of the youth offer. This is being done at present, meaning that the Breeze Youth Promise can be finalised by the end of March. Leeds is recognised nationally as being the most advanced authority in the country regarding the youth offer.</p> <p><u>July 2008 Update</u> Updates have previously been provided around work on the specific elements of this recommendation.</p> <p>The Breeze Youth Promise is now finalised and is awaiting imminent sign-off from the Leeds Youth Council. It addresses points covered in this recommendation. It will be officially launched following this sign-off and a communications strategy will be agreed by young people to share it across the city.</p> <p>Approximately 30 young people have sustained involvement in this development, and a group has been formed which will be responsible over the longer term for the Breeze Youth Promise.</p> <p><b><u>October 2008 update</u></b> Young people have sustained their involvement in producing the Breeze Youth Promise. They are planning a launch event for the Breeze Youth Promise before the end of the year and will be inviting Scrutiny Board members to attend.</p>	<p>4 (not achieved) Progress made acceptable. Continue monitoring</p>	

	Where we are up to	Stage	Complete
<p>7</p> <p><b>We recommend that the Director of Children's Services ensures that, in addition to existing consultation with service users, specific efforts are made to consult with non service users about their views on the Youth Service.</b></p>	<p><u>October 2007 position</u>                      The Youth Service will be conducting its second annual user survey in October 2007. This is specifically designed to assess customer feedback and satisfaction ratings. Extensive public consultation with young people about the youth offer has been taking place during the summer as part of Breeze on Tour.</p> <p><u>January 2008 update</u>                      The annual user survey will now take place in February 2008.</p> <p><u>July 2008 Update</u>                      Reports from the user survey and a focus group with non service users have been circulated to members of the Scrutiny Board.</p> <p><b><u>October 2008 update</u></b>                      The next annual survey will be across IYSS instead of just Youth Service. In particular this involves extending the survey to Connexions clients. This means that the views of non Youth Service users will be captured. The results will be available by March 2009.</p>	<p>2 (Achieved)</p>	<p>Complete ✓</p>

	Recommendation	Where we are up to	Stage	Complete
2	<p>That Metro should investigate the possibility of developing a concessionary scheme whereby young people pay for the first few journeys in the usual way and then get one/two free (buy four, get one free for example but avoiding the need to pay up front) and report their findings/actions to Scrutiny Board (Children's Services) in July 2007.</p>	<p><u>July 2007 position</u>                      Metro has agreed to consider this approach.  <u>January 2008 update</u>                      This type of scheme is conditional on the introduction of smart cards. Metro will keep the Scrutiny Forum informed of progress in this area.  <u>July 2008 Update</u>                      Operators have agreed to a 'get around for a pound' promotion over the summer holiday, entitling all young people (11-16) with a half fare pass to a £1 ticket. Other work to take this forward is still ongoing.</p> <p><b><u>October 2008 update</u></b>                      Metro are still in the process of compiling feedback from the 'get around for a pound' promotion. However, it is hoped that the promotion will be run again next summer. They are also continuing to explore the idea of free travel for young people, and are appointing a consultant to look at the costs and benefits of this.</p>	<p>4 (not achieved)                      Progress made acceptable.                      Continue monitoring</p>	
5	<p>That Metro develop a text messaging comments and complaints system, promote this amongst young people and report progress to Scrutiny Board (Children's Services) in July 2007.</p>	<p><u>July 2007 position</u>                      Metro will consider this further following the launch of their young people's website  <u>January 2008 update</u>                      The website has now been launched and complaints/comments can be submitted by email. Metro are still considering the possibility of introducing a text message system at some point in the future.  <u>July 2008 update</u>                      Metro has requested a quote for setting up and running a text messaging service.</p> <p><b><u>October 2008 update</u></b>                      A text messaging service has not yet been established, but Metro remain committed to this and are hoping to appoint an operator shortly.</p>	<p>4 (not achieved)                      Progress made acceptable.                      Continue monitoring</p>	

	Recommendation	Where we are up to	Stage	Complete
8	<p>That the Director of Children’s Services investigates adding travel concessions to the other benefits of the Breeze card and reports back to Scrutiny Board (Children’s Services) in July 2007.</p>	<p><u>July 2007 position</u>                      There are some technical issues that need to be addressed. Metro and Leeds City Council have agreed to closer joint working on publicity, events and discounts.</p> <p><u>January 2008 update</u>                      Investigations into this are ongoing. This scheme will also depend on the introduction of a smart card. Metro will keep the Scrutiny Forum informed of progress in this area.</p> <p><u>July 2008 Update</u>                      See recommendation 2. Operators have agreed to a ‘get around for a pound’ promotion over the summer holiday, entitling all young people (11-16) with a half fare pass to a £1 ticket. Other work to take this forward is still ongoing.</p> <p><b>October 2008 update</b>                      Metro are hoping to run the ‘get around for a pound’ promotion again next summer, and are exploring the idea of promoting it alongside Breeze events, to encourage young people to travel to Breeze by bus.” Metro and Children’s Services are continuing to explore other methods of joint working. In the long term, the introduction of a ‘smartcard’ which would combine Breeze and travel concessions is under consideration, and Metro see Children’s Services as a key stakeholder in the development of this.</p>	<p>4 (not achieved)                      Progress made acceptable.                      Continue monitoring</p>	

	Recommendation	Where we are up to	Stage	Complete
9	<p><b>That the Director of Children’s Services orders a review of how school transport monies are being spent in Leeds to see if there is a better way in which it could be spent and reports back to Scrutiny Board (Children’s Services) in July 2007.</b></p>	<p><u>July 2007 position</u> A review is taking place. Metro is developing a pathfinder bid for November 2007.</p> <p><u>January 2008 update</u> The School Transport Team within Education Leeds are involved in an ongoing review of transport costs and implications. This is set within the context of the statutory obligations that must be met under government legislation. The team has been liaising closely with Metro as part of this work, with a strong emphasis on taking forward the recommendations from the scrutiny review, particularly using the Breeze card to widen access to bus transport. Ongoing updates on this progress can be provided.</p> <p><u>July 2008 Update</u> A report will be submitted shortly to Executive Board prior to consultation during the autumn term on proposed changes to the Home to School Transport policy to take effect from September 2009. Part of the proposals are likely to incorporate amendments to the policy for support for children with additional transport needs (for example children with special educational needs) to reflect improved coordination between the policies previously administered separately by Education Leeds and Children and Young People’s Social Care.</p> <p><u>October 2008 update</u> A report on the Sustainable Education Travel Strategy was submitted to the Executive Board’s October 2008 meeting. This recommended both the adoption of the strategy and approval for the development of a Children’s Services School Transport Policy and the intention to integrate this with the Leeds Sustainable Education Travel Strategy by September 2010.</p>	<p><b>2 (Achieved)</b></p>	<p>✓</p>

	Recommendation	Where we are up to	Stage	Complete
1	<p><b>That Education Leeds should always show a full analysis of the factors it has taken into consideration in its projections of demand for pupil places, and that it reports back to the Scrutiny Board within 3 months as to how this will be achieved, using Fountain Primary School as a particular example to demonstrate this.</b></p>	<p><u>February 2008 position</u>                      In addition to utilising the existing systems which have proved to be robust during the closure and opening of almost 80 schools Education Leeds will develop a transparent system for reporting the demographic planning risks associated with a proposed school reorganisation. This could include for example the number of schools involved, their location in the city, the past reliability of projections in the area etc.</p> <p>An officer within the school organisation team has been identified to progress this work. The system for assessing risk will be reported to Scrutiny at its June meeting.</p> <p><u>July 2008 Update</u>                      To ensure a full, clear explanation is shown, Education Leeds is reviewing the information/explanation it uses to support its methodology.</p> <p>The revised information will be used for the updated pupil projections for schools, currently being completed by the School Organisation Team and due to be available on-line in the next two months.</p> <p><b><u>October 2008 update</u></b>                      In recent proposals to replace existing schools with academies Education Leeds has applied learning from our experience at Fountain Primary School specifically, as part of the public consultation, we have reported demographic planning details and highlighted where there is vulnerability in this data.</p> <p>Revised information to update pupil projections for schools is available from October following analysis of September school census data.</p>	2 (Achieved)	✓

	Recommendation	Where we are up to	Stage	Complete
9	<p><b>That the Governing Body of Fountain Primary School enters into early budgetary discussions with Education Leeds to review the school's current position so that any necessary further readjustments to class organisation and staffing structures are carried out with the least amount of disruption possible.</b></p>	<p><u>February 2008 position</u> Support continues to be provided through the school's link finance, HR, Team Leader of Financial Services and school improvement advisors. Detailed plans for managing staffing reductions are implemented and an acceptable revised financial recovery plan produced by the governing body.</p> <p>3 school visits by finance officer since 13/12/2007. 2 school visits by HR adviser since 14/12/2007 with 2 further visits planned during MSR process. 0 school visits by school improvement adviser. Meeting convened in December involving senior manager of Education Leeds, school representatives, and relevant elected members to consider full range of actions available to governors and appropriateness of support from Education Leeds.</p> <p><u>July 2008 Update</u> There is ongoing work with the school. Staffing reductions are achieved through to September 2009 without disruption to the work of the school.</p> <p><u>October 2008 update</u> 54 new starters in September 2008 contrast with 31 in September 2007, the total number on roll in the 2008-09 academic year is virtually the same as that which existed in the 2007-08 academic year. The other significant change in school staffing has seen the departure of the schools substantive head teacher and acting up arrangements establish, which sees the deputy head teacher now leading the school. The governing body and acting head teacher have already met with colleagues from the Organisational Change Team and are working positively with this team to manage and co-ordinate support from a range of Education Leeds services.</p>	2 (Achieved)	✓



	Recommendation	Where we are up to	Stage	Complete
1	<p>That Education Leeds report quarterly to the Scrutiny Board (Children's Services) on any concerns regarding schools' use of delegated SEN funding raised through the school improvement process, and how schools have responded to challenge.</p>	<p><u>July 2008 Response</u>                      (a) Education Leeds are developing a monitoring and accountability framework that will include value for money judgements, against pupil outcomes and organisational practice.                      Working in partnership with schools, a document will be produced that sets out the full range of resources available to support children with SEN, with clear guidance as to how these resources can be utilised.                      An improved data set for Inclusion that will include both funding and outcomes for children will enable improved support and challenge mechanisms within which judgements can be made.  <b>Timescale</b> January 2009</p> <p><b>October 2008 update</b>                      The FFI framework and handbook are being re-written with a full list of guidance for schools including criteria, outcomes and procedures available on the schools info-base. The Teams are still on schedule to deliver against the agreed timescale of January 2009.</p> <p>In addition work is ongoing to review the mechanism and procedures that are in place for reviewing the 2,500+ reviews that take place every year. Given the number of reviews that are ongoing Education Leeds focus on year 5, 9 transition reviews and requests for changes in placements. Work is still required to ensure the consistency and quality of advice coming through from some of the learning environments.</p> <p>Further work is required to ensure robust accountability mechanisms are in place that ensures more effective monitoring of pupil outcomes in relation to funding available, particularly for those pupils educated in mainstream schools. This will be strengthened through planned developments in Objective 1 of LILS including the revision of the School Improvement Policy and Procedures. Further strengthening of the annual review process and procedures and work being undertaken around FFI and the service specifications are being developed for locality working. Further work around value for money will be developed to link in with DCSF and Audit Commission recommendations and guidance.</p>	<p>4 (not achieved)                      Progress made acceptable.                      Continue monitoring</p>	

	Recommendation	Where we are up to	Stage	Complete
		<p data-bbox="308 1357 336 1653"><u>July 2008 Response</u></p> <p data-bbox="379 456 523 1653"><b>(b)</b> Annual report to be prepared for the School Improvement Partnership Board and Scrutiny that highlights trends and actions taken both at an individual school level; extended school cluster; area and city level. Framework on which report will be presented to be agreed by September 2008.</p> <p data-bbox="563 857 592 1653"><b>Timescale</b> First annual report to be produced April 2009</p> <p data-bbox="635 1335 663 1653"><b><u>October 2008 update</u></b></p> <p data-bbox="707 483 815 1653"><b>b)</b> There is still a need to agree a robust framework on which future judgements will be made for the annual report. Data is collected systematically at individual school level, extended service cluster, area and city level on which to form a base line.</p>		

	Recommendation	Where we are up to	Stage	Complete
2	<p>That Education Leeds commits to early consultation with parents and professionals on any proposals for changes in the location of specialist SEN provision.</p>	<p><u>July 2008 Response</u>            (a) The development of Specialist Provision, including the SILCs is Objective 2 within LILS. An audit of current and future projections of the SEN population are informing the development of a range of provisions within localities to ensure improved pathways for children. Proposals for the development of specialist provision will be consulted on with a wide range of stakeholders including parents, young people and professionals.</p> <p>The audit is now well under way. SENSAP is working collaboratively with PMIT and Schools Organisation to ensure that the data set upon which model is based is as accurate and detailed as possible.</p> <p>Agreement has been reached with SILC Principals regarding the options for a future model for specialist provision. A briefing document as a precursor to a consultative document is currently being prepared. It is planned that this will be available by the end of July 2008</p> <p><b>Timescale</b> By December 2008. (Active informal consultation will begin October 2008.)</p> <p><b>October 2008 update</b>            Informal discussions have been held with the Silc Principals and key partners over the Summer term, both through the Silc Forum and the SILC Strategy group. An extraordinary LILS Programme Board was held last week to review available data and suggested ways forward. As a result a recommendation was made that further analysis be undertaken prior to the November Board meeting when a written report would be scheduled that will inform options on which to move forward with the next stages of discussions with key Stakeholders. Whilst this will delay the start of further informal discussions to nearer the end of the Autumn term the Board agreed that this was necessary to ensure all factors have been considered in more depth.</p>	<p>4 or 5 (not achieved)</p> <p>Board to determine whether progress is acceptable</p>	

	Recommendation	Where we are up to	Stage	Complete
		<p><u>July 2008 Response</u>  <b>(b)</b> A proposal will be taken to the Parenting Strategy Board early in the Autumn term that will propose establishing representative parent forums in each area of the City that can be used as a reference group for active participation and consultation of parents and carers as models emerge.</p> <p>The Education Leeds representative on the Parenting Strategy Board is working with parents to develop this. The Chair of the Parenting Strategy Board is on the LILS Programme Board.</p> <p><b>Timescale</b> Proposal to Parenting Strategy Board September 2008. Groups in place for October 2008</p> <p><u>October 2008 update</u>                      A paper has been written for both the LILS Programme Board and the Parenting Strategy Board that highlights proposals for strengthening area based forums that will be developed as reference groups for active participation and consultation with parents and carers as models emerge. The paper has been approved by the Parenting strategy Board and once formally approved by the LILS Programme will be available on the LILS section of info-base.</p> <p><u>July 2008 Response</u>  <b>(c)</b> Regular newsletters produced for parents that give updates, progress and opportunities to be involved from September 2008. Electronic and paper versions to be available                      Initial newsletter produced as part of phase 2 of the LILS. This will become a regular part of phase 3 work that starts September 2008.                      Regular newsletters produced with parents that give all parents in the City up-dated information, and from the Autumn term and onwards, information on info-base.</p> <p><u>October 2008 update</u>                      Plans are embedded within the parenting paper to address this recommendation.</p>		

	Recommendation	Where we are up to	Stage	Complete
4	<p><b>That Education Leeds clearly sets out the referral routes for the Oasis centres.</b></p>	<p><u>July 2008 Response</u>  <b>(a)</b> Referral routes into Oasis Provision will be contained as an appendix to the Service Level Agreement.</p> <p>Entry and Exit to the Oasis provision will be linked to the threshold of need document so as to ensure it is part of the continuum of early prevention work.</p> <p>Meetings to finalise service specification are fixed for July 2008. Discussions over SLA will be finalised with AMBs during September.</p> <p><b>Timescale</b> October 2008</p> <p><u>October 2008 update</u>  This work is ongoing and will be linked in with both the final agreed Service Level agreement that will be in place for April 2009 and also built into the preferred model for behaviour on which further discussions will be held. The preferred model on which to have further discussions is scheduled to go back to the LILS programme Board in November once further analysis by categories of need is complete.</p> <p><u>July 2008 Response</u>  <b>(b)</b> The proposed programmes on offer and assessments to be used at the centres will be embedded into the Service Level agreements along with expected outcomes for children.</p> <p><b>Timescale</b> Part of consultation package over the Autumn term</p> <p><u>October 2008 update</u>  <b>b)</b> This work is ongoing</p>	<p><b>4 or 5 (not achieved)</b></p> <p><b>Board to determine whether progress is acceptable</b></p>	

	Recommendation	Where we are up to	Stage	Complete
5	<p>That Education Leeds continues to lobby the DCSF to ensure that the establishment of future Academies, especially in Leeds, provides for funding to follow an excluded pupil.</p>	<p><u>July 2008 Response</u>  <b>(a)</b> Education Leeds has responded to consultation from the DCSF stressing the importance of the inclusion of academies in regard to in Year Fair Access arrangements and around locally determined financial adjustments for exclusion.</p> <p>The DCSF has proposed that budget adjustments should apply to academies from 1 April 2009. Two options are proposed:</p> <ol style="list-style-type: none"> <li>1. All Academies will be subject to statutory adjustment.</li> <li>2. Academies will be subject to statutory adjustment and additional local adjustment if they have representation on schools forum.</li> </ol> <p>Further guidance will be published in autumn 2008</p> <p><b><u>October 2008 update</u></b></p> <p>This work is ongoing</p> <p><u>July 2008 Response</u></p> <p><b>(b)</b> Arrangements in relation to future Academies and exclusions will be built into local authority memorandum of understanding from the start of the process.</p> <p>Education Leeds are currently consulting sponsors of proposed academies and the DCFS on the perms of such a memorandum.</p> <p><b><u>October 2008 update</u></b></p> <p>This work is ongoing</p>	<p>4 (not achieved)  <b>Progress made acceptable.</b>  <b>Continue monitoring</b></p>	

Originator: Kate Arscott

Tel: 247 4189

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## Report of the Head of Scrutiny and Member Development

### Scrutiny Board (Children's Services)

Date: 16 October 2008

Subject: Work Programme

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**Electoral Wards Affected:**

**Specific Implications For:**

Equality and Diversity

Community Cohesion

Narrowing the Gap

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### 1.0 Introduction

- 1.1 A copy of the board's draft work programme is attached for members' consideration (appendix 1). The attached chart reflects the discussions at the board's September meeting.
- 1.2 Also attached to this report is the current Forward Plan of Key Decisions (appendix 2), which will give members an overview of current activity within the board's portfolio area.

### 2.0 Recommendation

- 2.1 The board is requested to agree the attached work programme subject to any decisions made at today's meeting.

Background papers  
None

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**Scrutiny Board (Children's Services)  
Work Programme 2008/09**

Item	Description	Notes	Type of item
<b>Meeting date – 13 November 2008</b>			
<b>Inquiry – 14-19 Education Review</b>	To receive evidence as the first session of the Board's Inquiry		
<b>Joint Strategic Needs Assessment</b>	To consider the joint assessment of priorities for the Primary Care Trust and local authority	Subject to confirmation	DP
<b>Meeting date – 11 December 2008</b>			
<b>Inquiry – Education Standards – entering the education system</b>	To receive evidence as the first session of the Board's Inquiry		
<b>Meeting date – 8 January 2009</b>			
<b>Performance Management</b>	Quarter 2 information for 2008/09 (July-Sept)	All Scrutiny Boards receive performance information on a quarterly basis	PM
<b>Children's Services and the Children and Young People's Plan</b>	To maintain an overview across the Board's portfolio, and to monitor the development of the Children's Services arrangements in Leeds	The Board has agreed to monitor progress against the priorities in the Plan on a quarterly basis	PM
<b>Recommendation Tracking</b>	This item tracks progress with previous Scrutiny recommendations on a quarterly basis		MSR
<b>Leeds Inclusive Learning Strategy</b>	Quarterly progress update from the Programme Board	Agreed by the Board in July 2008	PM
<b>Draft Children and Young People's Plan</b>	To comment on the draft second Plan	Timing subject to confirmation – may be February 2009	DP
<b>Meeting date – 5 February 2009</b>			
<b>Inquiry – 14-19 Education Review</b>	To receive evidence as the second session of the Board's inquiry		

**Scrutiny Board (Children's Services)  
Work Programme 2008/09**

<b>Item</b>	<b>Description</b>	<b>Notes</b>	<b>Type of item</b>
<b>Meeting date – 5 March 2009</b>			
<b>Inquiry – Education Standards – entering the education system</b>	To receive evidence as the second session of the Board's Inquiry		
<b>Meeting date – 2 April 2009</b>			
<b>Performance Management</b>	Quarter 3 information for 2008/09 (Oct-Dec)	All Scrutiny Boards receive performance information on a quarterly basis	PM
<b>Children's Services and the Children and Young People's Plan</b>	To maintain an overview across the Board's portfolio, and to monitor the development of the Children's Services arrangements in Leeds	The Board has agreed to monitor progress against the priorities in the Plan on a quarterly basis	PM
<b>Recommendation Tracking</b>	This item tracks progress with previous Scrutiny recommendations on a quarterly basis		MSR
<b>Leeds Inclusive Learning Strategy</b>	Quarterly progress update from the Programme Board	Agreed by the Board in July 2008	PM
<b>School performance and Ofsted Inspections</b>	Annual report on school performance and biannual update on Ofsted Inspections and schools causing concern	The Scrutiny Board agreed in 2006/07 to consider these reports to Executive Board	PM
<b>Annual Report</b>	To agree the Board's contribution to the annual scrutiny report		

Key: RFS – Request for scrutiny

RP – Review of existing policy

DP – Development of new policy

MSR – Monitoring scrutiny recommendations

PM – Performance management

B – Briefings (including potential areas for scrutiny)

Scrutiny Board (Children's Services)  
Work Programme 2008/09

Working Groups			
Working group	Membership	Progress update	Dates
Young People's Scrutiny Forum – Protecting our Environment	Members of Leeds Youth Council and ROAR	Terms of reference agreed April 2008 Currently taking evidence	
Attendance	To be discussed at October Board meeting	A number of linked issues were raised, including: <ul style="list-style-type: none"> <li>• Attendance</li> <li>• Early identification of pupils who may become NEET (not in education, employment or training)</li> <li>• Children missing from education</li> <li>• Achievement of looked after children</li> </ul> The Board agreed in July to establish a working group to explore these issues in more detail and report back.	
Involving young people in scrutiny	Councillor Hyde Councillor Cleasby Councillor Lancaster Councillor Renshaw Mrs Knights Mr Britten	Agreed September 2008 To meet with representatives from Leeds Youth Council Scrutiny Group to discuss young people's ongoing involvement in the work of the Board.	To be confirmed

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LEEDS CITY COUNCIL

FORWARD PLAN OF KEY DECISIONS

Extract relating to Scrutiny Board (Children's Services)

For the period 1 October 2008 to 31 January 2009

<b>Key Decisions</b>	<b>Decision Maker</b>	<b>Expected Date of Decision</b>	<b>Proposed Consultation</b>	<b>Documents to be Considered by Decision Maker</b>	<b>Lead Officer (To whom representations should be made)</b>
Managing Pupil Numbers at Swallow Hill Community College Approval of the strategy proposed to manage the excess in pupil numbers in the existing Wortley High School building, and approval of the capital injection of £1.19m to meet the cost of required refurbishment and ICT works.	Executive Board (Portfolio: Children's Services)	8/10/08	School & Temporary Governing Body	The report to be issued to the decision maker with the agenda for the meeting	Chief Executive of Education Leeds
Richmond Hill and Swillington Primary Permission to consult on rebuilding schools.	Executive Board (Portfolio: Children's Services)	8/10/08	Consultation September 2008	The report to be issued to the decision maker with the agenda for the meeting	Chief Executive of Education Leeds

<b>Key Decisions</b>	<b>Decision Maker</b>	<b>Expected Date of Decision</b>	<b>Proposed Consultation</b>	<b>Documents to be Considered by Decision Maker</b>	<b>Lead Officer (To whom representations should be made)</b>
<p>Sustainable Education Travel Strategy</p> <p>To note the contents of the report and proposed Sustainable Education Travel Strategy and associated Action Plan for 2008-09 and to approve the Sustainable Education Travel Strategy and associated Action Plan for 2008-09 including options for the Home to School Transport Policy.</p>	<p>Executive Board (Portfolio: Development and Regeneration)</p>	<p>8/10/08</p>	<p>Extensive consultation has been undertaken with key stakeholders and partners in the education, transport, health, children's and young services sectors, and the public.</p>	<p>The report to be issued to the decision maker with the agenda for the meeting</p>	<p>Director of City Development</p>
<p>Roundhay Children's Centre (DCR)</p> <p>To inject £300K into the Children's Services Capital Programme and give authority to incur this expenditure.</p>	<p>Executive Board (Portfolio: Children's Services)</p>	<p>8/10/08</p>	<p>Education Leeds, Children's Services, Providers and stakeholders city wide.</p>	<p>The report to be issued to the decision maker with the agenda</p>	<p>Director of Children's Services</p>
<p>Boston Spa Children's Centre (DCR)</p> <p>To inject £350K into the Children's Services Capital Programme and give authority to incur this expenditure</p>	<p>Executive Board (Portfolio: Children's Services)</p>	<p>8/10/08</p>	<p>Education Leeds, Children's Services, Providers and stakeholders city wide.</p>	<p>The report to be issued to the decision maker with the agenda</p>	<p>Director of Children's Services</p>

<b>Key Decisions</b>	<b>Decision Maker</b>	<b>Expected Date of Decision</b>	<b>Proposed Consultation</b>	<b>Documents to be Considered by Decision Maker</b>	<b>Lead Officer (To whom representations should be made)</b>
The National Challenge and Secondary Provision in Central and East Leeds Approval of structural change required of the Central Leeds Learning Federation Schools and Parklands as part of LCC response to the DCSF for the National Challenge.	Executive Board (Portfolio: Children's Services)	8/10/08	Formal consultation following approval of this report	The report to be issued to the decision maker with the agenda for the meeting	Chief Executive of Education Leeds
Catholic Care To make a decision on the future of the Catholic Care Contract	Executive Board (Portfolio: Children's Services)	8/10/08		The report to be issued to the decision maker with the agenda for the meeting	Director of Children's Services
The Government Offer in respect of Free Swimming for 60+ and the 16 and Under To approve the Council's participation in Pot 2 to provide free swimming for the U16s under the Government scheme.	Executive Board (Portfolio: Leisure)	8/10/08	Executive Members	The report to be issued to the decision maker with the agenda for the meeting	Director of City Development
Independent Advice and Guidance Contract Acceptance	Chief Officer - Early Years and Youth Service	3/11/08	Corporate Procurement Unit, Joint Preventative Commissioning Panel, Joint Preventative Partnership	None.	Director of Children's Services

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Junior Youth Inclusion Projects Contract acceptance	Chief Officer - Early Years and Youth Service	3/11/08	CPU	None.	Director of Children's Services
Family Outreach Workers (West) To award the contract for the above.	Chief Officer - Early Years and Youth Service	3/11/08	Procurements Unit, Head of Children's Centre Services (HoCCS), Children's Centre Managers (West)	Tender evaluation documents	Director of Children's Services
Leeds BSF Phase 2 Approval of the Final Business Case in respect of Crawshaw High School	Executive Board (Portfolio: Children's Services)	5/11/08		The report to be issued to the decision maker with the agenda for the meeting	Deputy Chief Executive
Sharp Lane Primary School- Creation of New Entrance and Provision of Remodelling Works Approval to carry out capital works, and incur expenditure in relation to the proposed scheme to create a new school entrance, and to carry out remodelling works.	Executive Board (Portfolio: Children's Services)	5/11/08		The report to be issued to the decision maker with the agenda for the meeting	Chief Executive of Education Leads



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Shire Oak CE Primary School- Replacement Classroom Accommodation Approval to carry out capital works and incur expenditure in relation to the proposed scheme to provide replacement classroom accommodation	Executive Board (Portfolio: Children's Services)	5/11/08		The report to be issued to the decision maker with the agenda for the meeting	Chief Executive of Education Leeds
Merlyn Rees Youth Hub Centre (DCR) To inject £5million into the Children's Services Capital Programme and give authority to incur this expenditure.	Executive Board (Portfolio: Children's Services)	5/11/08	Education Leeds, Children's Services, providers and stakeholders city wide.	The report to be issued to the decision maker with the agenda	Director of Children's Services
Memorandum of Understanding Accept a proposed framework for agreeing a Memorandum of Understanding with any sponsor of a prospective Academy in Leeds.	Executive Board (Portfolio: Children's Services)	5/11/08	David Young Community Academy, Chamber of Commerce, Learning Skills Council, Department for Children, Schools & Families.	The report to be issued to the decision maker with the agenda for the meeting	Chief Executive of Education Leeds
Leeds BSF Phase 2 Approval of the Final Business Case in respect of Priesthorpe Specialist Sports College.	Executive Board (Portfolio: Children's Services)	3/12/08		The report to be issued to the decision maker with the agenda for the meeting	Deputy Chief Executive

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Clapgate Primary School- Extension works to form two forms of entry school Approval to carry out capital works and incur expenditure in relation to the proposed scheme to carry out extension works.	Executive Board (Portfolio: Children's Services)	3/12/08	Clapgate Primary School	The report to be issued to the decision maker with the agenda for the meeting	Chief Executive of Education Leeds
Windmill Primary School - Extension Works to form two forms of entry school Approval to carry out capital works and incur expenditure in relation to the proposed scheme to carry out extension works.	Executive Board (Portfolio: Children's Services)	3/12/08	Windmill Primary School	The report to be issued to the decision maker with the agenda for the meeting	Chief Executive of Education Leeds
South Leeds High School Approve the proposal to close South Leeds High School and replace it with an Academy to serve the needs of children and young people from the Beeston & Holbeck, City & Hunslet and Middleton Park wards.	Executive Board (Portfolio: Children's Services)	3/12/08	Public consultation including Ward Councillors	The report to be issued to the decision maker with the agenda for the meeting	Chief Executive of Education Leeds

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Intake High School Arts College Approve the proposal to close Intake High School and replace it with an Academy to serve the needs of children and young people from the Bramley and Stanningley Ward.	Executive Board (Portfolio: Children's Services)	3/12/08	Public consultation including Ward Councillors	The report to be issued to the decision maker with the agenda for the meeting	Chief Executive of Education Leeds
Commissioning on Post 16 Provision Agree the principles underpinning the Leeds approach to the commissioning of 14+ provision and recommend that the LSC agree specific proposals for the commissioning of post 16 provision from September 2009.	Executive Board (Portfolio: Children's Services)	3/12/08	School Governors, secondary Headteachers, FE Colleges and LSC	The report to be issued to the decision maker with the agenda for the meeting	Chief Executive of Education Leeds
Bankside- Provision of Newly Built School Give approval to incur capital expenditure in relation to the proposed scheme to provide a new build school at Bankside Primary School	Executive Board (Portfolio: Children's Services)	3/12/08	Consultations will include public meeting with Governors, parents school users and community in attendance, full ward councillor briefing, full consultation with governing body, school users including parents, pupils and community users, and other Council services.	The report to be issued to the decision maker with the agenda for the meeting	Chief Executive of Education Leeds

## **NOTES**

Key decisions are those executive decisions:

- which result in the authority incurring expenditure or making savings over £250,000 per annum, or
- are likely to have a significant effect on communities living or working in an area comprising two or more wards

<b><u>Executive Board Portfolios</u></b>	<b><u>Executive Member</u></b>
Central and Corporate	Councillor Richard Brett
Development and Regeneration	Councillor Andrew Carter
Environmental Services	Councillor Steve Smith
Neighbourhoods and Housing	Councillor John Leslie Carter
Leisure	Councillor John Procter
Children's Services	Councillor Stewart Golton
Learning	Councillor Richard Harker
Adult Health and Social Care	Councillor Peter Harrand
Leader of the Labour Group	Councillor Keith Wakefield
Leader of the Morley Borough Independent Group	Councillor Robert Finnigan
Advisory Member	Councillor Judith Blake

In cases where Key Decisions to be taken by the Executive Board are not included in the Plan, 5 days notice of the intention to take such decisions will be given by way of the agenda for the Executive Board meeting.